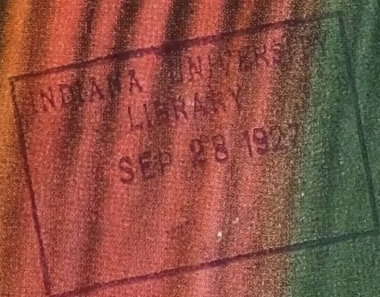


The AMERICAN RESTAURANT

The Magazine For Eating Places

OCTOBER

1927



WELCOME
TO
BUFFALO

Ninth Annual Convention
of the
NATIONAL RESTAURANT ASSOCIATION
The Restaurant World's Fair
Buffalo, Niagara Sept. 28-30, 1927

Across the Counter

Whether or not you are planning to attend the "Restaurant World's Fair" at Buffalo, we know that you'll enjoy thumbing through the pages of this Convention issue of our magazine. We always try to make this the big issue of the year from an editorial standpoint. We do this, not only because of the convention, but because October is our birthday month, and the October AMERICAN RESTAURANT Magazine must also serve as our Anniversary Number.

Since the convention is to be held in Buffalo, we thought that it might be a good idea to sort of kill two birds with one stone and give you a lot of interesting information on practical restaurant operating and managing problems as seen by the leading Buffalo operators. We know that our readers are always anxious to learn how other restaurateurs run their establishments, how they meet certain problems, and to what those who have been successful attribute their achievement.

One of the most experienced restaurant owners in the country is Mr. W. J. Statler who has operated a restaurant in Buffalo for over twenty years with much more than ordinary success. In addition to the service restaurant, Mr. Statler now operates a cafeteria almost directly across the street from his other establishment. Cafeteria managers as well as service restaurant operators will be interested in an interview with him published on other pages of this issue under the head, "Keep Checking Up on Your Business," which, by the way, is one of Mr. Statler's principal suggestions on how to run a restaurant successfully.

One of the special correspondents of this magazine made a trip to Buffalo recently to study restaurant conditions in that city. While there he visited many of the eating places in the downtown section of that city and he was so interested that he wrote two letters about them to his friend Henry. Henry showed these letters to us, and we thought that they contained quite a bit of material that would be of interest to our readers, so we are reproducing them herewith. You'll enjoy them for they're just the letters that you would write to your partner in business if you went to Buffalo to study its restaurants and wanted to tell him all about them. The letters are published under the head: "A Two-Day Trip Through Buffalo's Restaurants." You'll like 'em!

Don't fail to look for our next issue. For those of our readers who are unable to attend the Buffalo Convention, we will publish full details of the entire proceedings. In addition, the November number will be chock full of helpful business building ideas and articles by leaders in the field. You'll get a big kick out of this issue!

The fall season is upon us once again, and there'll be a general quickening of the restaurant business throughout the country. We are planning big things for the coming issue of the AMERICAN RESTAURANT Magazine. We can't tell you about them now, but you can bet that they'll be good. So be sure that you don't let your subscription expire, and keep your eyes open for the coming issues of this magazine. It will be to your advantage to do so!

The AMERICAN RESTAURANT

The Magazine For Eating Places

Member Audit Bureau of Circulations, Chicago Trade Press,
Society of Restaurateurs, National Restaurant Association,
Ohio State Restaurant Association

Vol. 10

October, 1927

No. 10

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The AMERICAN RESTAURANT

The Magazine For Eating Places

VOL. 10

CHICAGO, OCTOBER, 1927

No. 10

Buffalo Welcomes Restaurant Men

Thousands Will Attend "Restaurant World's Fair,"
Greatest Convention in History Is Predicted

"COME to Buffalo!" Thousands of restaurant men are heeding the call of the leaders in the industry urging them to attend the Restaurant World's Fair, the Ninth annual convention of the National Restaurant Association at Buffalo, September 26-30.

The event bids fair to be the greatest in the history of the restaurant industry. A fine program has been arranged and a wonder-show of restaurant equipment and food supplies will be revealed in the gigantic exposition.

Restaurateurs who have not kept pace with the recent developments in their field will be astounded at the remarkable progress that has been made.

The program is the culmination of a year of zealous effort on the part of the program committee. The best of speakers have been procured. Every one of them has a message of practical importance to the restaurant operator.

The men who planned the gathering have spared no expense in their effort to get the best speakers and most skilled demonstrators,

By C. A. PATTERSON

and the most enlightening exhibits.

The general discussion periods—liberally sprinkled in the convention program this year—offer unusual possibilities to alert restaurateurs. During

such discussions, the individual restaurateur's knotty problems can be presented, and the free exchange of ideas upon the subject with other operators should serve to help much in their solution.

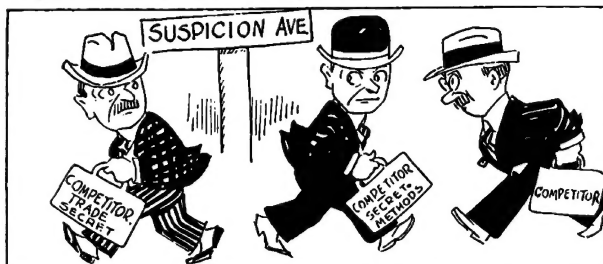
No five days in the history of the restaurant industry have loomed as of more importance

to restaurant men than the last five days of September. The program itself is the equivalent of a condensed college course in restaurant operation. It takes up in a thoroughly practical way almost every detail of management.

For those delegates who are interested in mechanical equipment for restaurants—and what modern restaurateur isn't?—there will be a larger exposition of such equipment than has ever before been held. Numerous extra booths have been provided to take care of the new equipment-manufacturers and restaurant supply men who have not previously exhibited their products.

But in addition to the convention itself, there are other things to attract the restaurant man to the "Restaurant World's Fair." The city in which the

YESTERDAY—EACH MAN WAS FOR HIMSELF



TODAY—WE TALK OVER OUR MUTUAL PROBLEMS TOGETHER



In fewer years than it takes a spinster of forty to confess the approach of her forty-first birthday, the attitude of restaurant operators towards one another has undergone a complete and revolutionary transition. Back in the old days—only ten or twelve years ago—nothing short of a world calamity would have induced restaurant operators to gather and openly discuss their trade problems.

But the annual conventions of the National Restaurant Association have practically eliminated that senseless secretiveness now. Leading men in the industry make it a point to attend the convention each year. These men have learned that frank discussions help everybody and harm nobody.

The spirit of co-operation developed by the annual conventions has done as much as anything else to produce the change just noted. Each year the conventions become more interesting and instructive because more and more alert operators see the advantage of getting together to talk things over.

convention is held is well worth a visit on its own account. Few other cities in the world offer greater scenic inducements. Niagara Falls is near—and the program includes a trip to this world famous spectacle. Historic sites, world famous evidences of skill in the fields of engineering and art, and entertainment features to satisfy the delights of all, abound in the vicinity.

The famous Peace Bridge which was recently opened in the presence of the Prince of Wales and Vice-President Dawes, is another point of in-

terest. It connects with two countries and commemorates a century of unbroken peace between the United States and Canada. Crossing the bridge, either at Buffalo or at Niagara Falls, the visitor enjoys at once the peculiar hospitality of the Canadians.

Buffalo Ideal Site

Buffalo is an ideal site for the convention. Situated on Lake Erie, at the foot of navigation of the Great Lakes, at the junction of the Niagara River and the western terminus of the New York State barge

canal, Buffalo is half way between New York and Chicago, and between New England and the Middle West, and directly across the river from the New York State Barge Canal.

Numerous first class restaurants in the city afford the convention-goer ample opportunity to study up-to-date catering methods. These establishments are described in full on other pages of this issue.

Two special gatherings of singular importance are the meetings of industrial operators, and "Y" workers. The main gathering of industrial



Left — Roosevelt Plaza, showing the Buffalo Savings Bank Building, and the Electric Building, in the convention city.

Right—The American Falls at night, as seen from Goat Island.

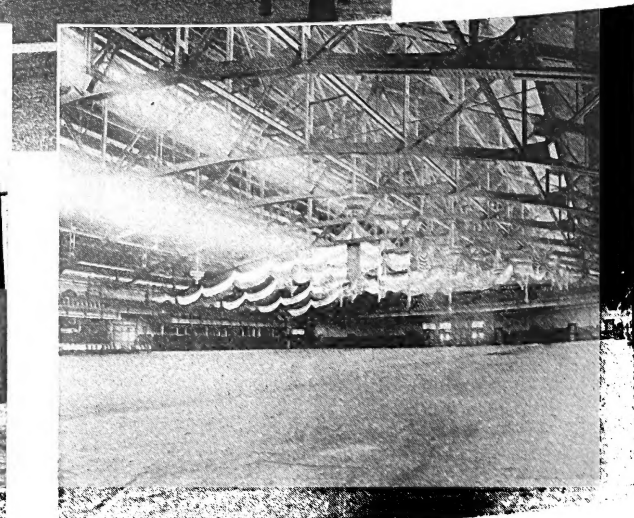
Below—The Albright Art Gallery will be a Mecca for art-lovers.

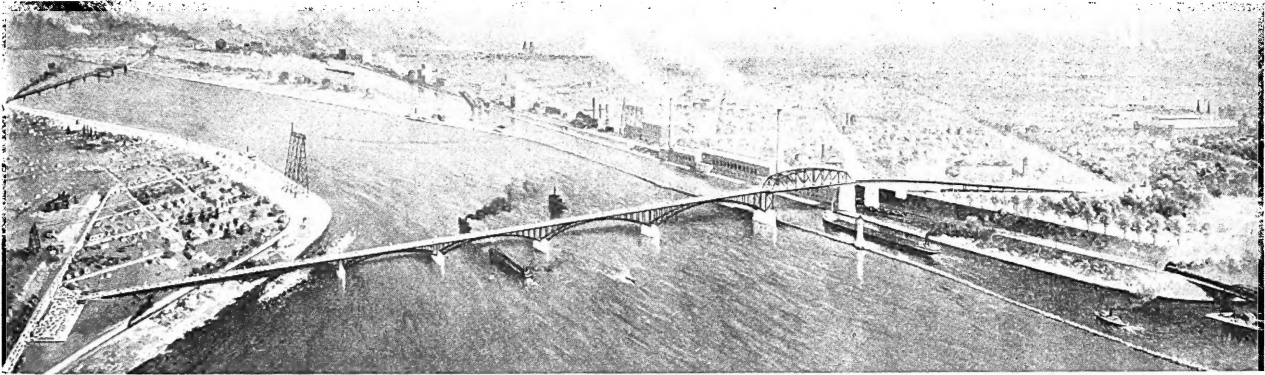


Below—The huge Broadway Auditorium, site of the "Restaurant World's Fair."



Below—Interior view of the Broadway Auditorium. Here the giant exposition will be held.





Spanning the waters between the United States and Canada is the famous Peace Bridge which was recently opened in the presence of the Prince of Wales and Vice-President Dawes. The bridge commemorates a century of unbroken peace between the United States and Canada.

operators will be held in the Hotel Statler on Wednesday evening. R. N. Heist, President of the Ohio Restaurant Association and Manager of the industrial restaurants in the plant of the National Cash Register company at Dayton, is chairman of the committee in charge of the gathering. The great increase in the number of industrial restaurants in recent years has made this phase of the restaurant industry one of increasing importance.

Mrs. Phebe Fullaway, who operates a restaurant in the Y. W. C. A. at Omaha, Nebraska, will have charge of the meetings for "Y" workers.

No unit of the entire program has aroused greater interest or caused more comment than the Restaurant Fashion Show. Not only has the feature excited the attention of those planning to attend the convention as spectators, but it has also appealed strongly to leading manufacturers of restaurant uniforms, and they are clamoring for the opportunity to present their niftiest models at the restaurant show.

Plans are going forward to make this part of the program one of the most instructive of the entire five days. There is perhaps no phase of restaurant management that has had less attention than the sub-

ject of uniforms, yet it is likewise true that the uniforms influence to a great extent the amount of money taken in at the cash register.

Live Models at Show

The Restaurant Fashion Show presents an unusual opportunity to become acquainted with the latest and most successful ideas in uniforms for

helpers. Uniforms will be displayed on live models.

Probably between fifty and a hundred different styles of outfits will be shown. They will include garments for bus boys, cooks, waiters, waitresses, cashiers, checkers, counter attendants, and all others employed in the various kinds of restaurants. The display will be complete in every respect.

As already stated, the Restaurant World's Fair is strictly a get-together of business men and women in an effort to be of mutual benefit to each other and to thresh out their common problems.

One of the questions that is bound to arouse much comment when broached at the convention is that relating to meeting the competition of the roadside inn. This question has become acute since President George M. Stoughton called attention to it recently. Whether the roadside inn is really a menace to the business of regular restaurants, is an open question.

Convention-goers should get much more than their money's worth out of the convention this year. The program has been so arranged that every operator of every type of eating place will find something constructive to take home with him to apply to the betterment of his own business.



The Restaurant Fashion Show will be one of the most interesting features of the entire convention. Every type of uniform will be exhibited.



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98 WEST THIRD STREET
ST. PAUL, MINN.

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Detroit, Mich.

Fellow Restaurant Operators,
Of the United States and Canada:-

This is a personal invitation to every Restaurant, whether a member of the National Restaurant Association or not, to attend The Restaurant World's Fair and National Restaurant Association Convention, at Buffalo, New York, September 26th, to 30th, inclusive.

You will find the program published elsewhere in this magazine and you cannot help but derive an immense amount of good from these talks and demonstrations, and also from the roundtable discussion which all are invited to join, taking up topics of interest in all branches of the restaurant and catering industry.

The Restaurant World's Fair or Exposition will be the largest of its kind that has ever been held. Ample time will be given to you to make a close study of all exhibits and among these you will find many new things that are being shown this year for the first time, both in labor-saving devices and food products. No matter how large a business you are running or how small, the expense of the trip to Buffalo, will prove to be your best dividend-paying investment.

You will leave Buffalo a better restaurant operator and go home prepared to make many changes that will all be of benefit to you and your business.

NOW IT IS UP TO YOU, Buffalo will prove to be a wonderful host, The National Restaurant Association has done its part. Meet the progressive operators at Buffalo, September 26th, and you will not be disappointed.

Sincerely,
George M. Stoughton
President.
NATIONAL RESTAURANT ASSOCIATION

"Bigger and Better"

National Restaurant Convention and Exposition, Buffalo, N. Y. Week of Sept. 26, 1927

Hotel and Railroad Accommodations

Train Rate Reductions Announced; Adequate Hotel Facilities; Statler Will Be Headquarters

FIRST class railroad and hotel accommodations have been assured for all delegates to the Ninth annual convention of the National Restaurant Association at Buffalo, September 26 to 30, and convention-goers will find everything in readiness to make their stay as comfortable, as pleasant, and as economical as possible.

Principal railroads leading into the convention city have granted reduced rates to delegates, while all of the leading hotels have signified their willingness to co-operate with the members of the restaurant fraternity.

Over some of the eleven trunk lines that center in Buffalo, in the fastest and best equipped railroad trains, it is but an overnight run from Chicago or New York, Washington or Boston, Cincinnati or Montreal, to the convention. At the five terminals in the convention city upwards of 300 passenger trains arrive and depart daily, while such a tremendous volume of freight is handled that Buffalo is regarded as second only to Chicago as a rail center. In addition, numerous trunk auto highways pass through the city and make it one of the leading tourist attractions in the country.

Special Reduced Rates to National Restaurant Convention BUFFALO, NEW YORK September 26, 27, 28, 29, 30

	Round Trip	Pullman One Way
Atlanta	\$48.69	\$ 9.00
Baltimore	21.41	4.50
Birmingham	49.83	7.50
Boston	26.03	4.50
Chicago	27.99	5.63
Cleveland	9.84	3.75
Denver	81.89	16.50
Duluth	49.07	10.13
El Paso	106.19	21.00
Hot Springs, Ark. ...	58.02	12.00
Indianapolis	9.93	5.63
Jacksonville, Fla. ...	63.35	13.13
Kansas City	58.28	10.13
Los Angeles	148.43	29.25
Minneapolis	47.96	9.00
New Orleans	68.99	13.50
Omaha	52.86	10.13
Philadelphia	22.47	3.75
Portland, Ore.	142.11	29.25
St. Louis	36.24	7.50
Salt Lake City.....	108.57	21.00
Seattle	142.11	29.25

convenience to meet every need that a guest of the city may wish fulfilled, and visitors will experience a pleasing satisfaction in the service that these institutions render.

The Statler, one of the most modern and conveniently located hotels in the city, has been selected as association headquarters during the convention. Other leading hotels in Buffalo are: the Buffalo, Stuyvesant, LaFayette, Ford, Arlington, Stratford Arms, Touraine, Cheltenham, Raleigh, Park Lane, Graystone, Broezel, Lenox, McLeod's and Men's.

A few of the principal railroads leading into Buffalo are the Canadian Pacific, New York Central, Grank Trunk, Lehigh Valley, Pennsylvania, Wabash, Michigan Central, Buffalo Rochester and Pittsburgh, and the Erie.

In addition, Buffalo is a principal port on numerous water transportation lines, as well as for several of the country's largest airway lines. The city operates its own municipal air terminal, the

Buffalo Airport, which is one of the finest civic developments of this nature in the country.

The railroads will allow a reduced rate of one and one-half fare for the round trip, the re-

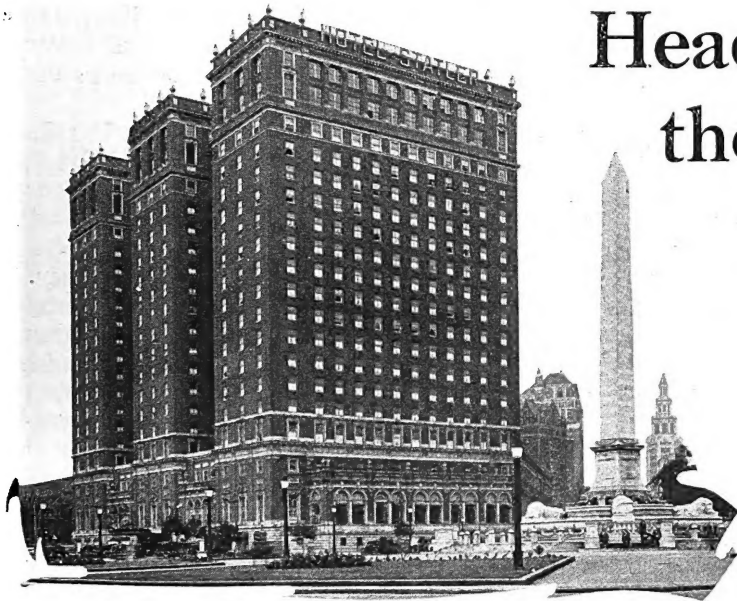
Principal Buffalo Hotels

Hotel	Location	Plan	Rates
Arlington	Exchange and Wells St.	European plan	\$1.50 up
Broezel	Seneca and Wells St.	European plan	1.50 up
Buffalo	Swan and Washington Sts.	European plan	2.00 up
Cheltenham	234 Franklin St.	American plan	3.50 up
Cheltenham	234 Franklin St.	European plan	1.50 up
Ford	Delaware and Cary	European plan	1.50 up
Graystone	Johnson Pk. nr. Delaware	European plan	2.00 up
LaFayette	Washington and Clinton	European plan	2.50 up
Lenox	North near Delaware	European plan	2.00 up
McLeod's	Exchange and Wells St.	European plan	1.50 up
Men's	Pearl and Genesee	European plan	1.00 up
Park Lane	Delaware and LaFayette	European plan	2.00 up
Raleigh	354 Franklin St.	European plan	3.50 up
Statler	Niagara Square	European plan	1.50 up
Stratford	25 W. Utica St.	European plan	2.50 up
Stuyvesant	Elmwood at North	European plan	2.00 up
Touraine	Delaware & Johnson Park	European plan	2.00 up

Hotel accommodations within the city are of the best. Sixteen modern, first-class hotels stand ready to serve convention delegates. Buffalo, in its hostilities, offers a range of comfort and

Headquarters at the Hotel Statler

Famous Buffalo Hostelry Will Be the Center of Many Association Activities



The new and modern Hotel Statler will serve as headquarters for the National Restaurant Association during the convention.

RESTAURATEURS who attend the "Restaurant World's Fair," will spend much of their time at the Statler hotel which will serve as association headquarters during the convention. This hotel, which is located on Niagara Square in the heart of downtown Buffalo, is one of the main links in the famous Statler hotel chain.

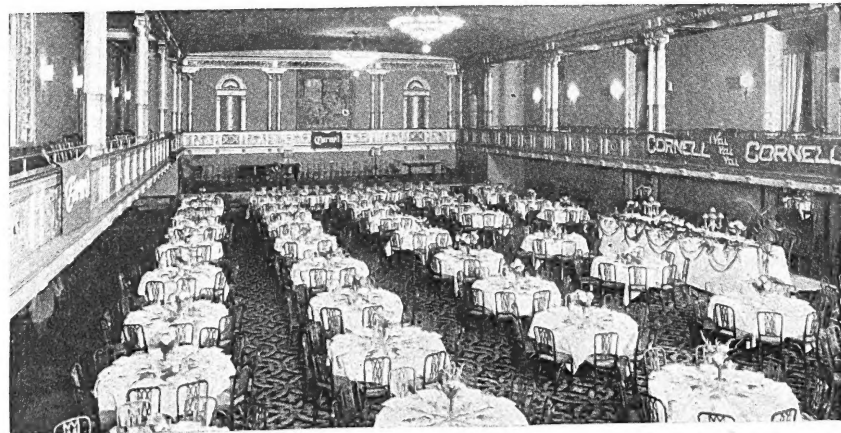
The Statler is an ideal convention hotel. Its central location and capacity to handle the largest crowds without unnecessary confusion, make it especially qualified to serve as headquarters during the restaurant convention. It is but a few short blocks from the Broadway Auditorium, site of the exposition and magnet for all restaurant convention-goers, and is well situated with respect to practically all transportation facilities.

Statler Service

In addition, guests at this hotel are benefitted by the world-famous Statler policies. Your satisfaction is guaranteed, not only in rooms, food, and the physical items, but also in the service rendered you by employees. The kind of hotel service known as "Statler Service," is based upon courtesy, interest,

and helpfulness from all employees.

In every room is posted a framed card giving the rates for that room. You know what you are paying, that it is exactly what others pay, and that



The huge banquet hall in the Hotel Statler. Here the Convention banquet will be held on Thursday evening. A rousing good time is assured.

it is the same for all seasons, whatever the demand for rooms. Besides, everything sold at the lobby news-stands in this hotel—papers, cigars, cigarettes, etc.,—is sold at the same price charged by street stores. In other words, the Statler policies are to give guests a square deal, their money's worth, and prompt satisfaction if anything does happen to go wrong.

The Buffalo Statler is nineteen stories high and rises 265 feet above the sidewalk. There are fourteen floors of guest rooms. Every room has a private bath, and every room except two on each floor has both tub and shower.

Within the hotel are numerous eating places of interest to visiting restaurant operators. On the main floor are the main dining room, the tea room and lounge, the men's cafe, the lunch room, and the cafeteria. On the Mezzanine floor are the Georgian room, the Chinese

room, and three smaller private dining rooms. In the basement, the Grill room, terraced on three different floor levels, is located. Each of these eating places provides ample opportunity for study in modern operating methods.

Radio Broadcasting

Throughout the entire building, the working departments

..OFFICIAL PROGRAM..

National Restaurant Association Convention

Buffalo, N. Y., September 26-30, 1927

MONDAY, SEPTEMBER 26

Morning

- 9:00 Opening registration.
10:00 Official opening of the "Restaurant World's Fair." The largest Exposition of equipment, machines and supplies ever conducted for the restaurant industry.

Afternoon

- 2:00 Official opening Ninth Annual Convention of the N. R. A.
Invocation.
Address of welcome.
Response.
2:30 President's address, by George M. Stoughton, President National Restaurant Association, Eat Shops, St. Paul, Minn.
3:00 Treasurer's report by Fred A. Simonsen, Treasurer National Restaurant Association, Greenfield's Restaurant, Detroit, Mich.
3:15 Headquarter's Office Report, by Al. B. Carder, Secretary National Restaurant Association, Kansas City, Mo.
3:30 "What the Exposition Means to You," by J. O. Mills, Mills Restaurant Company, Columbus, Ohio.
4:00 "A Word of Greeting from Our Hosts," by Fred J. Seames, President Buffalo Restaurant Association, Buffalo, N. Y.
4:30 to 6:30—An opportunity to study the Mammoth Exposition of Modern Restaurant equipment, machinery and supplies.

Evening

- 8:00 President's Ball and Reception, Hotel Statler.

TUESDAY, SEPTEMBER 27

Morning

- 9:00 General Discussion.
10:30 Address: "The Restaurateur's Public Obligation," Harry S. Baldwin, Vice-President Waldorf System, Inc., Boston, Mass.
11:00 Address: "Atmosphere in Commercial Restaurants," H. W. Hamilton, Hamilton Restaurant Company, Cleveland, Ohio.
11:30 Address: "Salesmanship Applied to Self," Charles Henry Mackintosh, Chicago, Ill.
12:00 Lunch period.
1:00 Another opportunity to examine exhibits.
2:00 General Discussion.
3:00 Address: "Your Friend the Employee," Harry Collins Spillman, New York City, N. Y.
3:30 Demonstration and Talk: "Profitable Methods of Serving Cheese," Miss Mary Dahnke, Kraft Cheese Co., Chicago, Ill.
4:30 to 6:30—Time allotted to exhibit inspection.

Evening

- 8:00 Smoker for men. Theatre party for women. Compliments of the Buffalo Restaurant Association.

WEDNESDAY, SEPTEMBER 28

Morning

- 9:00 General Discussion.
10:30 "Keeping Pace with the Public Appetite," by John P. Harding, Harding Coffee Shops, Chicago, Ill.

- 11:00 Address: "Little Ideas I Can't Forget," J. O. Dahl, New York, N. Y., author of book entitled "Restaurant Management."

- 11:30 Address: "The Next Six Months," by George E. MacIlwain, National Economist, Boston, Mass.

- 12:00 The Exposition.

Afternoon

- 1:00 Period for Lunch.
2:00 General Discussion.
3:30 "The Restaurant Laundry," Carl W. Kellman, Kellman Laundry Machine Company, Chicago, Ill.
3:30 "A Working Knowledge of Flours," by Prof. Harry Snyder, Russel-Miller Milling Company, Minneapolis, Minn.
4:00 "What Will Improve the American Restaurant," by Mrs. Christine Frederick, Long Island City, N. Y.
4:30 Restaurant Fashion Show.

Evening

- 6:00 to 11:00—Buffalo Night at the Exposition.

THURSDAY, SEPTEMBER 29

Morning

- 9:00 General Discussion.
10:30 "The Customer My Guest," by Mrs. Alice Foote MacDougall, MacDougall Coffee Houses, New York, N. Y.
11:00 "A Technical Knowledge of Frying Fats," Dr. M. B. Graff, Procter & Gamble Co., Cincinnati, Ohio.
11:30 Address: "Making Your Business a Pleasure," by Merle Smith, Kansas City, Mo.
12:00 Period for Lunch.

Afternoon

- 1:00 Period for Examination of Exposition.
2:00 "From Pioneer to Financier," W. F. Harris, Murray's Lunch Limited, Montreal, Can.
3:00 "Your Opportunity in Salads," A Lecture and Demonstration, Arnold Shircliffe, Edgewater Beach Hotel, Chicago, Ill.
4:30 to 6:30—Opportunity to Study Exhibits.

Evening

- 7:30 Banquet and Dance, Hotel Statler, Speaker of the evening, Hon. Larry J. Hodgson, Mayor of St. Paul, Minn.

FRIDAY, SEPTEMBER 30

Morning

- 9:00 General Discussion.
10:30 "Restaurant Progress in America and Europe," by Miss Katherine McFarland, University of Minnesota, St. Paul, Minn.
11:00 "Food as a Pleasure and as a Nourishment," by Truman A. DeWeese, Shredded Wheat Company, Buffalo, N. Y.
11:15 Reports on Committees.
11:30 Selection of Convention City.
11:45 Election of Officers.
12:00 Adjournment.
1:00 Trip to Niagara Falls.

SOME OF THE SPEAKERS—WHO THEY ARE



PRES. GEORGE M. STOUGHTON



JAMES O. MILLS



HARRY S. BALDWIN



H. W. HAMILTON

The President's Address

George M. Stoughton

NINE years ago, George M. Stoughton had possibly never heard of the National Restaurant Association and on September twenty-sixth he will mount the platform as the ninth president of that organization, presiding at its Ninth Annual Convention. Naturally there is a reason, in fact several reasons, each one of which is represented by Stoughton's Eat Shop of Minneapolis and St. Paul. George Stoughton's business career before entering the restaurant industry qualified him for the ticklish job of feeding, we don't know how many, Minnesotans a year. George started with a bank, tried the grocery business, made a success of the clothing game and decided to retire. Instead, he went into the restaurant business, buying two houses from W. H. Gilbert and developing these to the present famous chain of Eat Shops. In addition, "Mister President" also operates the Hill Street Market, a source of supply for meat, fresh vegetables, butter and eggs for all his shops and a large retail trade as well. With all of this experience plus his dynamic personality and hearty belief in organization, George M. Stoughton is a popular president and his opening address will be listened to with interest.

* * *

"What the Exposition Means To You"

James O. Mills

Possibly no other member of the National Restaurant Association is so well qualified to speak on the above subject as is Jim Mills of the Mills Restaurant Company of Columbus, Ohio. "Jim" is known to every member of the organization as a past president, having led the association during the year 1922-23. It is a long time ago since Mills first started in the business, and his first ambition came as the result of watching the Boos Brothers of California and their cafeterias. Absorbing from their success the idea that Columbus offered an excellent field for such establishments, Mills opened his first place there, and now operates in Cleveland and Cincinnati as well. Since first joining the association, J. O. Mills' name has been prominent in every progressive movement; he knows the history of the N. R. A. inside and out; his address, therefore, is certain to prove a hit.

* * *

"The Restaurateur's Public Obligation"

Harry S. Baldwin

The program committee for this year's convention of the National Restaurant Association has been very fortunate in lining up a program of speakers who will be certain to hand out just the sort of talk that every member enjoys and appreciates. In Boston there has been for many years a chain of restaurants known as the Waldorf System, Inc. Harry Baldwin is the vice-president of that organization and also a past president of the National Restaurant Association. At the convention of 1921, at Los Angeles, Harry was elected president, after having served as third vice-president and vice-president during previous years. His career in the restaurant business is filled with experiences such as few men enjoy, tasks of seeming impossibility having been moved aside by his shoulders and handled in ways that are the admiration of the entire industry. Baldwin is the type of a man to realize the operator's obligation to the public and his method of meeting it will be listened to with interest by every attending delegate.

* * *

"Atmosphere In Commercial Restaurants"

H. W. Hamilton

In Cleveland, Ohio, there is an organization known as the Hamilton Restaurant Company, which operates restaurants that are different. Food and the serving of it is of course primary with Hamilton's but of equal importance is the stress they have laid on "atmosphere." Mr. Hamilton has spent a considerable part of his time in designing restaurants that bring people back again because of the restful and inspiring interiors. Nearly everyone has a favorite subject or hobby; Hamilton's is "atmosphere," and the information he has stored away in his brain, some of which, at least, will be given to you at the convention, is worth the time and price alone. There is little doubt that the development of sharper competition demands a closer observance of restaurant atmosphere and the program committee is to be commended on their realization of this fact, which is clearly shown in their having Mr. Hamilton handle the subject on which he will speak.

HEY and WHAT THEY WILL TALK ABOUT

"Salesmanship Applied To Self"

Charles Henry Mackintosh

From Chicago there comes to the convention one of the country's most famous authorities on selling and advertising as a science. Restaurant men everywhere have often been told of the value of advertising and the necessity of bringing their establishment to the attention of the public through the newspaper or some similar medium. As a result, the volume of restaurant advertising is on the increase, but there is still another important element necessary to put over the establishment. This is the "selling" of the place, its food, and its service to the patron in such a way as to insure a return visit. Mr. Mackintosh has the secret of salesmanship down to a very fine point. His address will demonstrate how "sales effort" can be applied to the restaurant by the staff and the management. Needless to say, his opinions are worthy of considerable attention, and it is felt that this number on the program will be among the most popular of all.

* * *

"Your Friend—the Employee"

Harry Collins Spillman

Years ago, the operation of a restaurant was chiefly a problem of preparing and serving food, with the greatest emphasis laid on the former. Today, in keeping with all other advances we have become aware of other problems in restaurant operation every bit as important as food preparation. Service, atmosphere, environment, advertising and selling are common subjects. In order to actually attain the greatest success, it is, of course, necessary that every operator be fully cognizant of every possibility of making his place the place. Many of us are inclined to overlook possibilities that are closest at hand merely because they are that close. Mr. H. C. Spillman has a subject that will open the eyes of many an operator to a way in which he may possibly materially benefit his business. The employee problem is always an important one in the restaurant. Often it and its difficulties are irksome, but the operator who realizes the necessity of securing and retaining employees who best demonstrate his personal ideals is well on the road to success. Mr. Spillman is known from one end of the country to the other for his preachings of the doctrine that the employee is more than a machine part of the organization.

* * *

"Profitable Methods of Serving Cheese"

Miss Mary Dahnke

Most all restaurants serve Kraft cheese, most all patrons know about Kraft cheese and from the offices of this company there comes to the convention a very charming lady who will tell the assembled restaurateurs how they can best serve cheese. It is doubtful if many of us know just how many recipes there are calling for cheese or how many attractive and appealing ways of serving this ever popular item there are. Miss Mary Dahnke is of the Home Economics Department of the Kraft Cheese Company and she has delivered many lectures on this subject. Her remarks will be awaited with considerable interest and we feel quite certain that after the convention is over there will be quite a number of restaurants featuring cheese specials.

* * *

"Keeping Pace With the Public Appetite"

John P. Harding

It has been said that sooner or later every visitor to Chicago is the guest at at least one meal of John P. Harding, the corned-beef sandwich king. From coast to coast Harding's reputation has flown and today he is probably the best-known sandwich man in existence. Harding, however, doesn't make them himself any more; sandwiches to the number served in his establishment daily would represent the life-time work of one man. There are many Harding restaurants in Chicago, with more to come, we hope. At Buffalo, on Wednesday morning, John P. Harding is scheduled to broadcast to the convention delegates some of his ideas and ideals that have made him an outstanding figure in the industry. The subject on which Mr. Harding will speak, "Keeping Pace with the Public Appetite," has some wonderful possibilities and we feel confident that he is just the one to handle it.



CHARLES HENRY MACKINTOSH



HARRY COLLINS SPILLMAN



MISS MARY DAHNKE



JOHN P. HARDING

SOME OF THE SPEAKERS—WHO THEY ARE



J. O. DAHL

"Little Ideas I Can't Forget"

J. O. Dahl

J. O. Dahl has often been referred to as the "ideaman." Beyond any doubt he has put into print more money saving, business building ideas than any other man connected with the restaurant industry. Little ideas of Mr. Dahl's are generally big ideas with the average operator and if you have read his book, "Restaurant Management," you will know that every word of his is valuable. Mr. Dahl is scheduled to make his bow Wednesday morning and it is suggested that every delegate have a pencil and pad handy. His ideas are so many and varied that no one can hope to keep them all in their mind until the convention is over.

* * *

"The Next Six Months"

George E. MacIlwain

Everyone at some time or another wishes, that they might peer around the corner and learn, if possible, just what the future holds for them. At the convention in Buffalo it will be the privilege of every delegate to hear what one real authority believes the next six months holds for them. George E. MacIlwain was formerly of the Boston Statistical Bureau, with which organization he was director of the statistical department. In such capacity, Mr. MacIlwain learned to a perfection just how he might put his finger on the very pulse of economic conditions in such a way as to determine what, if anything, the future might hold.

* * *



GEORGE E. MacILWAIN

"A Working Knowledge of Flours"

Prof. Harry Snyder

Professor Snyder is not a horticulturist. His address is not concerned with flowers as table decorations, but with the soul of wheat in baking, and baking as a profitable part of restaurant operation. Recently, this authority has been writing articles for the National Restaurant Association Bulletin on "flour." He is therefore rather well known already to the majority of the delegates at the convention. This appearance, however, is his first at a national convention of the N. R. A. The tendency of the day as regards baking in the restaurant is rapidly developing a need for knowledge of flour on the part of the restaurateur. His trade demands fresh and tasty pastries and cakes. If he can buy good flour at right prices the problem will be considerably simplified and therefore Professor Snyder's message is an important one.

* * *



PROF. HARRY SNYDER

"What Will Improve the American Restaurant"

Mrs. Christine Frederick

What promises to be one of the most interesting addresses on the program of the National Restaurant Association's convention at Buffalo is that of Mrs. Christine Fredericks of the Applecroft Experiment Station on Long Island. At this institution some of the most important food researches of our national life are made, and Mrs. Fredericks is the director. Her experiences and investigations of restaurants in this country have given her a storehouse full of pertinent information as to what the restaurant should and should not be.

* * *



MRS. ALICE FOOTE MacDOUGALL

"The Customer—My Guest"

Mrs. Alice Foote MacDougall

Mrs. Alice Foote MacDougall needs no introduction to the delegates at the convention. She is well known to restaurant men and is certain to attract many restaurateurs who might possibly otherwise be tempted to stay away. Mrs. MacDougall's success in the operation of really distinctive restaurants in New York City is the wonder and admiration of the entire industry. Like Mrs. Fredericks, she has studied restaurants everywhere and her impressions of those in Europe as compared to our own are nothing if not refreshing. Lately returned from over there, she has picked up some unique ideas, several of which she will undoubtedly discuss during her address. The MacDougall Restaurants are famous because of their proprietor's belief that the patron is all important and that if you take care of the customer the cash will take care of itself.

THE and WHAT THEY WILL TALK ABOUT

"A Technical Knowledge of Frying Fats"

Dr. M. B. Graff

Mention has already been made of an address on flour, a part of the program for the convention, and now we have another important food subject: "Frying fats." From the title of his subject, it is presumed that Doctor Graff will point out the advantages of various rendering substances from the standpoint of their health rating, and palatability. Fried foods are and always have been one of the most important items on the American menu; they have been called the background of our national appetite and, therefore, frying fats, the first requisite, are of primary importance.

* * *

"Making Your Business a Pleasure"

Merle Smith

If ever there was an address subject as interesting as "Making Your Business a Pleasure," we've never heard of it. Nothing much is known of Mr. Smith's probable remarks, but we are sure that they will be the kind that bring the audience up standing. It has been said that none of us should work at anything we don't enjoy, but even when we do select that vocation which appeals the most to us, there are times when even it palls upon one. Then is when we want to know how to make it a pleasure.

* * *

"From Pioneer to Financier"

W. F. Harris

From Canada there will come to the Ninth Annual National Restaurant Association Convention a man known wherever restaurants operate. W. F. Harris has possibly the most unique job in connection with purveying food that we know of. Way up in the wilds of Canada, Harris has the job of feeding several thousand lumberjacks. Murray's Lunch, Limited, is the name of the organization, and to it went Mr. Harris several years ago, a mining engineer from the University of Indiana. Instead of mining, he feeds a good many miners and, from all reports, does a good job of it, too.

* * *

"Your Opportunity in Salads"

Arnold Shircliffe

What promises to be one of the most interesting and appealing numbers on the program will be Arnold Shircliffe's illustrated lecture on salads. There is not another authority on this subject in America so well qualified to speak on the subject as is Mr. Shircliffe, steward of the Edgewater Beach Hotel, Chicago. Everyone has heard of the famous establishment, and practically everyone in the industry knows of Arnold Shircliffe. His salads are the last word in originality, taste and downright appeal.

* * *

"Restaurant Progress in America and Europe"

Miss Katherine MacFarland

From the home town of our president, George Stoughton, there comes an interesting young lady with an interesting message. Miss Katherine McFarland is on the staff at the University of Minnesota and has been for quite some time. Her knowledge of foods and food service give her the laurels of an authority, and as such she is known to all members of the National Association. At the present time, Miss McFarland is in Europe on a vacation, but spending considerable of her time in a study of the European restaurants. Her investigations are from the standpoint of scientific and economic conditions on which their operations are based.

* * *

"Food as a Pleasure and as a Nourishment"

Truman A. DeWeese

"Food as a Pleasure and as a Nourishment" will be the subject of the address by Truman A. DeWeese at the National Restaurant Association convention. It is expected that Mr. DeWeese will discuss the possibilities in the development of breakfast business in restaurants, since he is connected with a concern that specializes in the manufacture of breakfast foods. How to make food a pleasure as well as a nourishment should interest restaurant men.



DR. M. B. GRAFF



W. F. HARRIS



MISS KATHERINE MacFARLAND



TRUMAN A. DEWEESE

Entertainment Galore for Delegates

Niagara Trip Tops Fine Convention Program; Special Events for Women

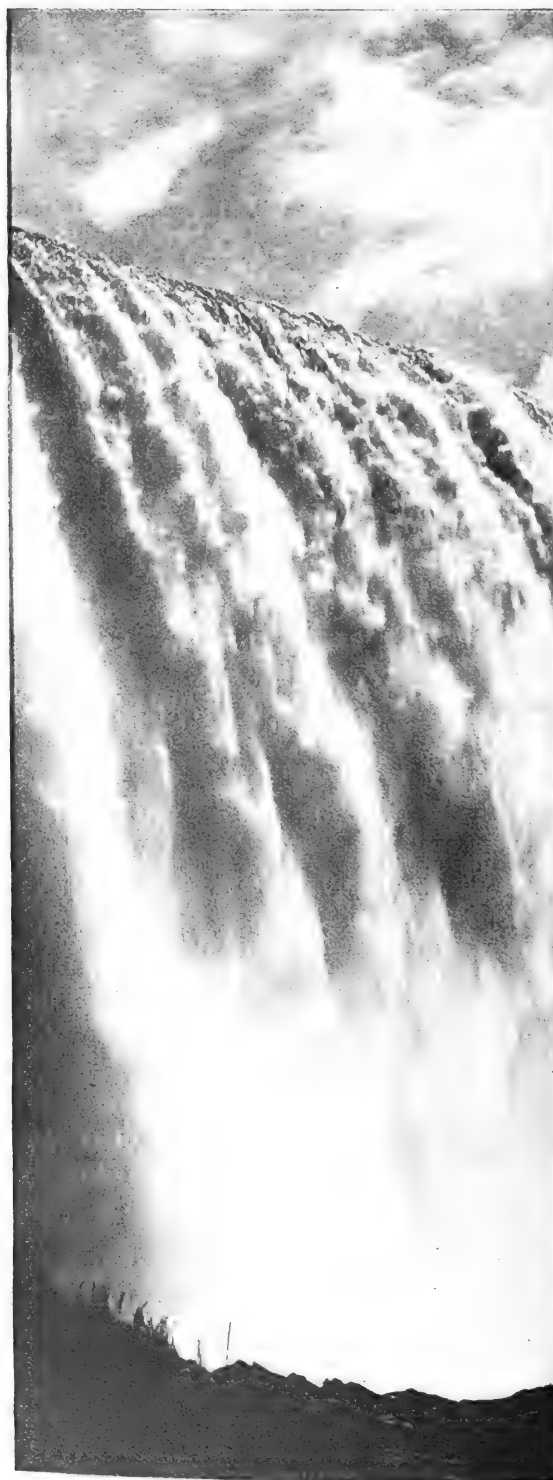
Thundering Niagara Falls, the wonder spectacle of the age, will attract many restaurateurs.

ONE of the most elaborate programs of entertainment ever spread before the assembled restaurant industry is being provided for visitors to the Restaurant World's Fair to be held at Buffalo, the week of September 26.

The first social function of the convention will be the President's Reception and Ball to be held at the Hotel Statler on Monday evening, September 26. This is always a gala event, and every delegate should make it a point to attend.

On Tuesday, while the men are attending the meetings and examining the exhibits, there will be a bus trip to East Aurora, for the ladies. Luncheon will be served at the Roycroft Inn, and a trip through the shops of the celebrated Roycroft art colony will be made. In the evening, while the men are attending a smoker at the Elmwood Music hall, the women will be guests of the Buffalo Restaurant Association at a theatre party at the Erlanger theatre.

A sight seeing trip for the ladies will be held on Wednesday



day afternoon. They will be given an opportunity to see the famous Peace Bridge, recently opened, and will return to the Broadway Auditorium in time for the fashion show. That

night will be Buffalo night at the convention and a good time is in store for all.

The following day, there will be a trip through the Larkin plant for women visitors at the convention. There will be an organ recital in the Larkin auditorium, and luncheon will be served by the company. That evening the annual banquet and dance will be held at the Hotel Statler. This event will prove to be the grand social climax of the entire convention. The Hon. Larry J. Hodgsen, Mayor of St. Paul, Minn., will be the principal speaker of the evening.

Niagara at Night

Immediately following the adjournment of the convention on Saturday, there will be a trip to Niagara Falls by bus via the Canadian boulevard. This will include an inspection trip through the plant of the Shredded Wheat Company, and a dinner served through the courtesy of that organization. After dinner, the restaurateurs will journey again to the Falls to view it in all its splendour at night, when the colored lights from opposite shores are playing on the raging waters, giving the effect that is reproduced on the cover of this magazine.

The persons in charge of the various committees are as follows: Theatre party committee, —William J. Statler, chairman, Mrs. Violet Demler, vice-chairman; Niagara Falls trip committee, —Sam Pfeiffer, chairman, Joseph Gerling, vice-chairman; Finance Committee, —Fred J. Seames, chairman; Roycroft-East Aurora Trip, —Chas. Laube, chairman, Mill Syne Sandborn, vice-chairman; Smoker at Elmwood Music Hall, —Fred Seames, chairman, Chas. Vincent, vice-chairman; Larkin Trip, —William Buon, chairman, Ethel Reickert, vice-chairman; and the Women's committee, —Mrs. W. S. Smith, chairman, and Mrs. Charles Laube, vice-chairman.

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1926-1927



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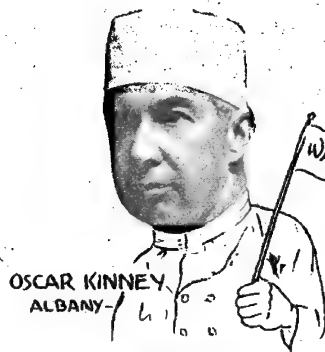
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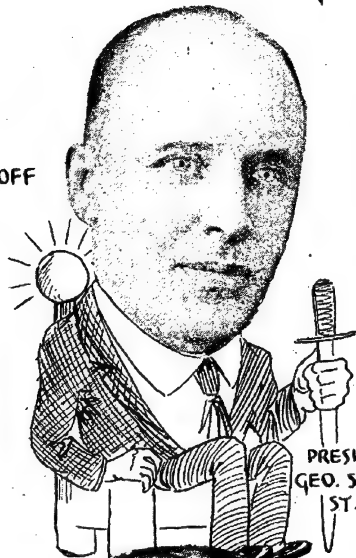


OSCAR KINNEY
ALBANY-

ME AND
CHARLIE
DAWES!



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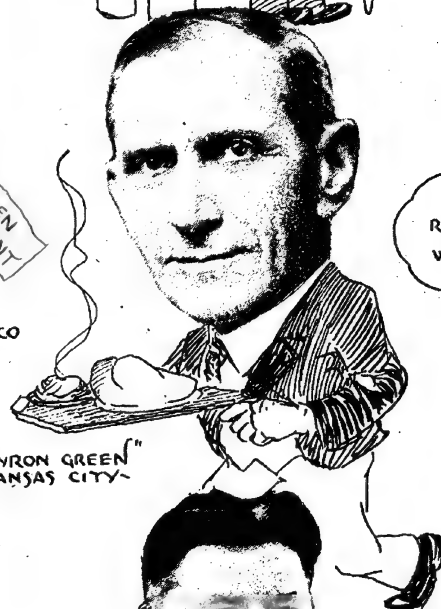
WATCH MY
SPEED!



VICE PRESIDENT
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RYE OR
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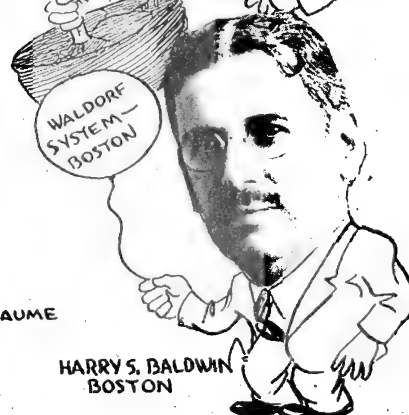
JOHN P. HARDING
CHICAGO



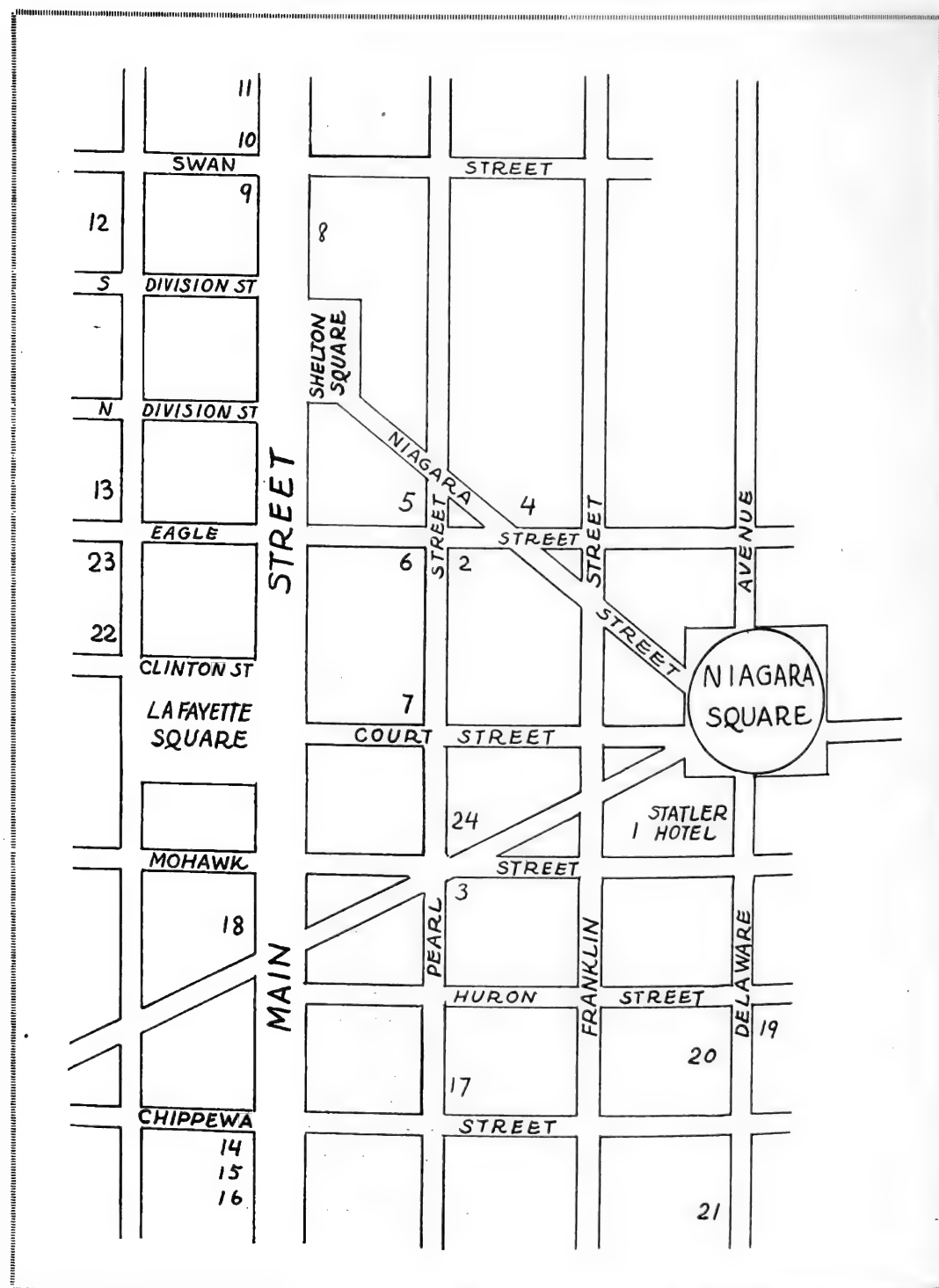
SYD HOEDEMAKER
LOS ANGELES



PETE RHEUME
DETROIT



HARRY S. BALDWIN
BOSTON



A Handy Map of Downtown Buffalo

This map shows the locations of the principal restaurants treated in the article, "A Two Day Trip Through Buffalo's Restaurants." Names and key numbers are given below.

- | | | |
|--|---------------------------------------|---|
| 1. Hotel Statler Cafeteria and Lunch-room. | 9. Statler Restaurant | 17. Gandy's Sea Food House |
| 2. Laubes' Cafeteria and Coffee Shop | 10. Statler Cafeteria (W. J. Statler) | 18. Louis Restaurant |
| 3. Men's Hotel Cafeteria | 11. Waldorf Coffee Shop | 19. Reickert's Tea Room and Gift Shop |
| 4. Culver Coffee Shop | 12. Russet Cafeteria | 20. Delaware Arms |
| 5. Deco Restaurant | 13. Blue Plate Cafeteria | 21. The Archways |
| 6. Florida Coffee Shop | 14. Pfeiffer's Restaurant | 22. Schmidt's Restaurant |
| 7. Gerling's Sandwich Shop | 15. The Rosticceria | 23. J. N. Adam Dept. Store Cafeteria |
| 8. Hughes Quality Coffee Shop | 16. Como Restaurant | 24. E. W. Edwards & Son Dept. Store Cafeteria |

A Two Day Trip Through Buffalo's Restaurants

Two Letters from Gus to Henry
Giving the "What's What," and
"Who's Who," Among the
Restaurant Leaders in This
Year's Convention City

By
ROBERT K. DORAN

Statler Hotel,
Sept. 1st, 1927.

Dear Henry,

Arrived here okay this morning to find things all het up for the convention this month. Am staying at the Statler as you can see from this writing paper and boy, it's some place. Good thing the boys picked this hotel for the convention works because it's a great tavern and seems to be the center of everything, business, social or otherwise.

Had breakfast about nine o'clock and then decided to begin my tour of things restaurant in this town. Fifteen years away from a city makes one forget a lot of things. I thought I knew quite a few here but when putting on my tie I discovered that my acquaintance was rather limited. Then an idea came to me. Why not go around incognito? That means going around unrecognized, Henry. Thought I'd learn more and get things as they are, not as they might be a million years from now. You know, Henry, once a fellow knows you're a big guy, he's more apt to put more water on his flower beds than is absolutely necessary. You know how 'tis.

Took off my coat again and grabbed up the telephone book. When I left my room, thirty minutes later, slick as a whistle and wearing my cane for the first time, I was a wiser man. I learned that there are over 600 restaurants and tea rooms in Buffalo. Didn't know this was such a big restaurant center, did you Henry?

I took the elevator down to the hotel basement in search of the steward. I figured he could give me all the dope on Buffalo places and save me a lot of time and useless questions. After inquiring of 57 sizes, types and dimensions for the steward I finally found the man I wanted. His name is Raymond J. Kief and is pretty young for such a big hotel job. He is only 32 years old and is a fine looking



"Raymond J. Kief is the successful and enterprising young Steward of the Statler Hotel."

boy to be sure. Ray gave me a lot of information on everything needed to make a survey of things here.

Besides being steward of the hotel, Ray is in direct charge of the Statler Hotel Cafeteria and Lunch Room which serve over 2,500 customers a day. The cafeteria seats 275 and has an employe list of 50. The lunch room, immediately in front and adjoining the cafeteria, and

reached from the main corridor of the hotel, has a seating capacity of 58. Fourteen waitresses take care of things here.

"In our lunch room and cafeteria," said Ray, who has been with the Statler Hotel Company for ten years, "we serve no different food than that consumed in the main dining room. The only difference is in the size of the portions. All cafeteria and lunch room food is prepared in the hotel's main kitchens."

I left Ray with a bunch of notes in my pocket and feeling that I could visit the chief places before I leave for Cincinnati Monday afternoon. I went up to my room again and taking a city map drew out a rough sketch of the places I thought I'd have time to see. I am sending it on to you, Henry, with this letter so I won't forget it. The map will come in handy and save you a lot of steps when the convention is on the end of this month.

Leaving the hotel by the back way I went out onto Genesee street and walked over two blocks to Eagle and Pearl streets where the Laube brothers have their cafeteria and coffee shop. Met all of them, Charles himself, Chris, his brother, and Edward J., Charles' son. They are nice lads and have a wonderful pair of money makers in their cafeteria and coffee shop. Charles supervises things in a general way and buys everything with the exception of the meats which Chris takes care of. They are both specialists in their



"Laubes also operate a popular cafeteria in the basement of the Men's hotel."

lines and I think, Henry, this is the chief thing that has made them successful. They certainly know what to buy and when to buy it.

Laubes also operate a cafeteria in the Men's Hotel, two blocks up the street. Had the pleasure of meeting John F. Duffy who manages things there. John is a big, handsome



"John Duffy has a talent for anything connected with the food business."

boy with a talent for anything connected with the food business. This cafeteria is located in the basement and has both a

direct street entrance and a stairway leading from the lobby of the hotel.

Across the street, diagonally, is the new Culver Coffee Shop, opened only July 7th. Located on the corner of Niagara and Franklin streets, it has two entrances. Conrad S. Culver, owner, happened to be in and I found him in good spirits about his new place. He has been in the game twenty years. Got a lot of good experience in running two Central Y. cafeterias in Buffalo for ten years. Culver also has a flourishing cafeteria in Pittsburgh. Don't forget to give this Culver shop the double 0-0 next month.

On another corner of this square is the Deco restaurant. This is conducted by a mere 26-year old youth, Gregory J. Deck, president of Deco Refreshments, Inc., which is capitalized at \$150,000. "Greg" has ten refreshment stands around town and is doing a whale of a business. According to every indication he will do over a half million dollars worth of busi-

ness this year. He has over one hundred men and women on his payroll. All food is prepared in the Deco headquarters in West Ferry street where his warehouse, bakery, offices, etc., are located. "Greg" is a mighty fine chap to meet, Henry. Just



"Gregory J. Deck is doing a whale of a business in his places."

a mere boy, but he has the brains and aggressive ability of a seasoned veteran. His restaurant is brand new, just a block away from Main street and sure is a busy and interesting place.

On the fourth corner, directly across from the Deco restaurant is the Florida Coffee Shop, run by good old George L. Van Ness. Henry, did you ever hear of the word coincidence? Well, it sure was a coincidence this morning after leaving "Greg" Deck and going out the front entrance—I came in the back way off Niagara Street—into Eagle street to see the streets filled with people, fire hose, firemen and trucks. A three hour fire in the early morning stopped proceedings at the Florida and the adjoining Hofbrau restaurant on Pearl street. Couldn't locate George but one of his men thought the damage would be around \$50,000 to both places. A great deal too high, methinks the figure is, Henry, but I didn't want to get into any argument.

But long before the convention opens the Florida will be running full time and Georgie will be packin' 'em as usual. George has built up a great business at the Florida. Drop around and see him between sessions and look his place over.



"Nearby is the new Culver Coffee Shop, operated by C. S. Culver, who has been in the game for 20 years."



"Gerling's third shop is in the center of the theatrical district and gets a big play all the time."

Has a hotel business in connection with his restaurant and believe he could give anybody a few pointers.

After being told to move on by about a dozen policemen, I walked a block up Pearl street, rounded the corner and entered Joe Gerling's sandwich shop in the new Liberty Bank building. This is Joe's second Buffalo



"Joe Gerling's specialty is sandwich shops. At present he has three of them."

shop, the first Gerling sandwich mart being opened in November, 1925, at 258 Main street. Doing so well in this venture Joe grabbed a fine lease in the new Liberty Bank structure, Buffalo's largest, finest and most central bank and office building, and opened his second shop last year. A second success came along and Joe opened his third shop at 24 West Chipewa June 15th last year. This location is in the center of the theatrical district and gets a big play all the time. His com-

missary is situated four blocks to the north in Allen street, a block off Main street.

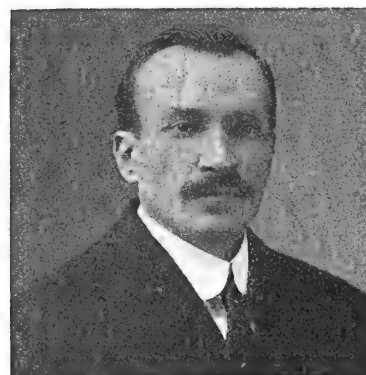
Joe's specialty is sandwich making. He does not believe in a menu of too wide variety, however. Says its hard to maintain quality with an elaborate menu. Joe would rather sell a few different kinds of assured quality than to try and dispose of many kinds of rather indifferent quality. The Gerling Liberty Bank shop seats 70 and serves over 1,000 customers a day. His three shops serve better than 2,100 daily.

Joe uses a combination menu and check and it works out to perfection. I took one and will show it to you when I get back to Cincy. All drinks, including coffee, are ten cents but a customer can have as many cups or glasses as he wants for the

original thin dime. Joseph employs about seventy-five at the present time. By all means look him up, see how good-looking he is and get more dope on the way he does things.

"Tipping?" asked Joe. "Absolutely forbidden. I'll fire anyone who accepts a tip!"

Felt pretty good after leaving Joe's office. Walked up to Main street and took a leisurely jaunt down Main street to the Hughes Quality Coffee Shop at number 302. On way down passed a Bowles Lunch Room that looked pretty classy. The Bowles have three of 'em in Buffalo and a bakery. Also noted that the Childs people are well represented in Buffalo. On Mohawk and Main



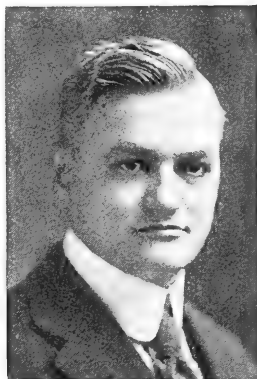
"Emil Gerber operates a fine restaurant at 392 Pearl St."

streets is a Childs restaurant that has class alright. Hear they have four places here, their newest one being in the Hotel Ford, a new hotel, a few blocks north of the Statler on



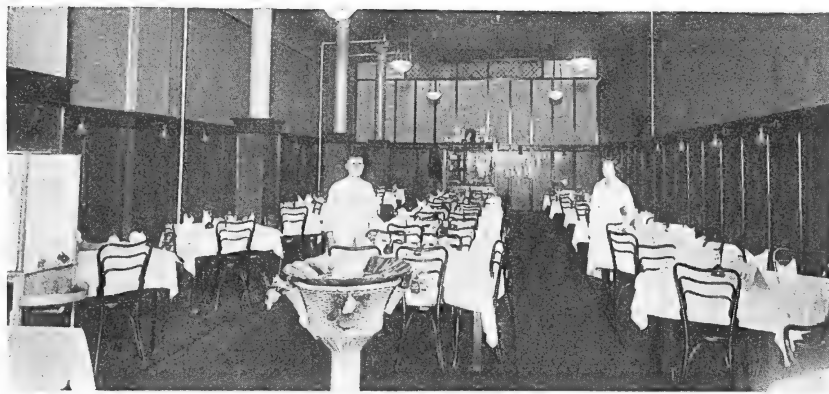
"You just know Kocher's restaurant is operated by a woman. It has that feminine touch."

Right now they are conducting a drive on broken dishes. Each girl hereafter will have to pay for what she breaks. Miss Sandborn said that over three hundred dishes go flooy each month. Let's just keep track how they work out with this experiment, Henry. Maybe it's a good thing to charge 'em for what they break.



Chris Demopoulos is a busy operator who believes in advertising."

Two blocks up Washington street is the Blue Plate Cafeteria. This is the old Belmont and is run by genial Chris Demopoulos. Chris does all his own buying and is at the market promptly at 6, so he says,



"The Carlton restaurant is one of the most successful in the residential district."

each morning. Chris told me a while back when things weren't going so good he tried advertising. His newspaper advertising met with good results. But it wasn't good enough for Chris. He had 25,000 circulars printed and had them passed out in the downtown office buildings. Each circular, as well as each clipped newspaper advertisement, entitled the customer to free desert. The first day brought in 280 from the circulars, and 58 from the newspaper ads. Business doubled in just 15 days. Out of 125 circulars distributed in the Postal Telegraph building, 50 were returned. These

circulars were marked so Chris said no mistake was made. A similar proportion came in for free desert from circulars passed out in other office buildings. Chris told me he is going to try the same stunt again in September.

Henry, this is a long letter, but I want you to know what's going on here before you come for the convention. I had nothing else to do so I thought I'd write you. Going to the Falls tomorrow and will see some more restaurant folk on Monday. Don't forget to keep the coffee up, Henry. Best,

Gus.



Above—A section of Pfeiffer's Restaurant at 627 Main St., Buffalo.

Right—The first mezzanine floor in the dandy new Pfeiffer Restaurant at Niagara Falls.



Statler Hotel, Sept. 3, 1927.

Dear Henry:

Went to Niagara Falls yesterday, had a lot of fun and saw Sam Pfeiffer's new restaurant down there. Henry, it is a knockout. By all means take a trip down from Buffalo to see it. Don't miss it, even if you have to get married to get there.

This morning I dug out kind of early and met Sam in his restaurant here at 627 Main



"Gandy's Sea Food House is noted far and wide. This is the downstairs dining room."

when barely thirteen years of age.

Gandy's does a huge business in "Shore Dinners" and has a distinctive reputation and personality of its own. One half of the first floor is given over to the downstairs restaurant, while the other half is occupied by the Gandy Oyster House, where sea food is retailed to the public. The upstairs is given over to a maize of tables which



"Leroy Gandy is Buffalo's Sea Food expert."

augment those on the first floor. Leroy Gandy is a most interesting young man, Henry, and I feel you ought to meet him next month.

I walked over to Main street again and went down a good block and met Louis Rosenbloom who manages things at the Louis restaurant near the corner of Main and Genesee streets. Louis is quite optimistic about the success of both the Louis restaurants—the one which he manages himself and the other at 1352 Main street which is in charge of Bruno Bretschneider, an interesting

man, if ever there was one. John Carstens has charge of the pastry end of the Louis, Inc., af-



Bruno Bretschneider manages one of Louis Restaurants.

fairs and between the three of them they are making things hum.

Back again at the Statler here I had lunch and decided to walk up Delaware avenue and take in three tea rooms. Up a few blocks is Mrs. Reickert's tea room and gift shop. The

window is full of attractive giftwares as is most of the downstairs part, with the exception of a little space given over to an ice cream fountain and four tables and chairs. The tea room is on the second floor. Mrs. Reickert's is a very handsome place in a very new and handsome building, Henry. She gets a big play from the "best" class of people as well as the more enterprising and up-to-date downtown office worker.

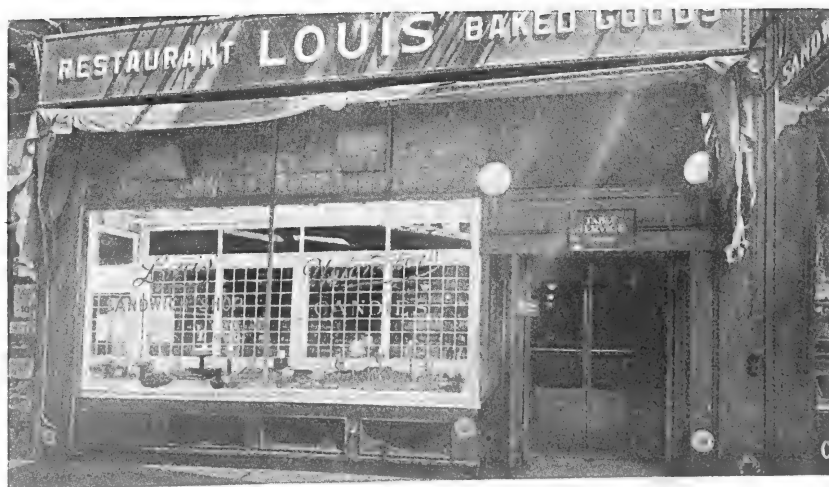
Across the street, is the Delaware Arms tea room, operated by Mrs. Rae Shepherd. This tea room was opened a little over a year ago and is very successful.

Two good blocks up Delaware is "The Archways," owned and managed by Mrs. Maude E. Swantees. This restaurant has



"Burton O. Owen is the proprietor of the Owen Coffee Shop in Buffalo."

only been open since April of this year and is doing extra well. It is a spacious affair, very beautiful with its sextette



The two Louis Restaurants are among the most popular in Buffalo. Both use tempting window displays to attract patrons.

Pfeiffer's—More

Than "Just a Place to Eat"

These Restaurants Have "Personality" That Attracts Patronage to Them

By MARLOWE YOUNG



Pfeiffer's Buffalo establishment; one of the restaurants with a "personality."

THERE are many successful restaurants throughout the country but few of their proprietors that we know of have so clearly analyzed and defined their own success as has Sam Pfeiffer of Buffalo. Every successful house naturally becomes more or less well known. Residents and travelers alike know "Pfeiffer's." Advertising, will in some cases make a restaurant known but only the place itself can remain in the patron's memory

with an impression strong enough to bring him back time and again. Pfeiffer believes in advertising and in keeping everlastingly at it. Buffalo's newspapers regularly carry to their readers Pfeiffer's messages, these, like good advertisements, arouse a curiosity sufficient to bring about a visit. That part, while not particularly difficult is the foundation; the structure

of Pfeiffer's success goes on from there and it is what makes his place or rather places so unique.

"Personality"

It has already been said that one of the distinguishing features of Sam Pfeiffer is the fact that he himself has been able to intelligently define and lay out the requisite for really worthwhile operation. Here it is: "One of the things I've learned is that a successful restaurant must be more than a place to eat. It must have a 'personality'—a certain character which makes people like it just as you like an old friend." In one word Pfeiffer has found that something which every restaurant actually needs, "personality." His advertising brings them in the first time but "personality" brings them back.

With this idea firmly imbedded in his mind, gained possibly from long years experience in the better hotels, Sam Pfeiffer opened his first restaurant in Buffalo about two years ago.



The interior of one of the Pfeiffer restaurants; a truly distinctive eating place.

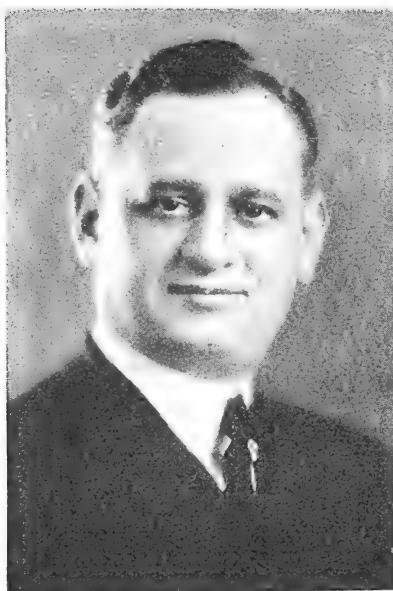
cornices, gaily colored awnings, flower boxes filled with bright greens project into the restaurant from the windows. In selecting such a decorative scheme Sam Pfeiffer has indeed proven his own belief in his own theory that personality is as important in the restaurant as it is in the person.

Watches Details

In every line of business we find from time to time people who have an idea that contains every possibility of success. They often fail however and when the reason is learned it generally is nothing more than lack of attention to detail. Pfeiffer has in every instance searched out the little details and handled them in such a way as to leave nothing out of harmony with the whole. The linen and silver service, the layout of the tables, their locations and positions, all these things so often considered minor, have come in for just as much consideration as the weightier problems of food service. Pfeiffer's staff reflects in every particular, his own personality and the personality of the establishment itself. Congeniality and an earnest desire to please is impressed on each and every visitor with the result that he or she immediately falls in with the atmosphere of the place and thoroughly enjoys either dinner or breakfast. There is not a single discordant note to spoil the customer's appreciation of the meal before him and so Pfeiffer has the reputation for being a real place for a real meal.

Bakery Goods Sold

In each establishment there is a counter from which Pfeiffer's famous bakery goods are sold. The shop is operated in connection with the Buffalo house and two shipments a day are made to Niagara in Pfeiffer's own trucks. The sale of pastries and such do a great deal toward further making known the name "Pfeiffer," and the continuous display of bak-



Samuel Pfeiffer, owner of the two restaurants, is a thorough student of the restaurant business.

ery goods in each restaurant assures the newly arrived customer that pastry is a good selection as a dessert.

One of the outstanding features of Pfeiffer's is the menu, not entirely from the selection

of foods but for the fact that the arrangement and listing are quite unique. As an example we find luncheon menu with several dishes specifically featured. Among them, "Steak a la Minute," at one dollar. Ordinarily this should be enough but not so with Pfeiffer. Here you know before you order what you are going to get and all because each of the featured dishes are described. The steak mentioned will be served like this, "Sprinkled with flour, pepper and imported Hungarian paprika, then fried in butter, just one minute on each side. Served piping hot with diced potatoes to which our chef has added Mexican pimentos. Of course, we use only the loins of choicest stall fed steers." There in a few words is a perfect picture of the steak to be, and there should be little doubt as to the sales appeal of such a description.

In addition to the featured items there is also a plate luncheon at sixty-five cents and (Turn to Page 148)

At the BUFFALO— Monday, August 6, 1927 "BEAU GESTE"

Buffalo's Greatest Food Value

65c Luncheon

Served from 11 to A. M. to 2:30 P. M.

Roast Beef with Barley Consommé with French Potatoes

Choice of

Baked Fresh Mackerel, Artichoke Butter

Cold Salmon with Cream Sauce and Mayonnaise

Chicken with Imported Swiss Cheese

Beef Goulash with Imported

Roast Spring Lamb, Currant Jelly

Sautéed Chicken with Imported

Assorted Cold White French Vegetable Salad

Roasted Cream Potatoes

Home Fried Potatoes

Marked or Baked Potatoes

Assorted Pie, Pastry, French Pastry or Ice Cream

Coffee Tea Milk

BURRICH'S SPECIAL—VANILLA LAYER CAKE: 25c

WE FEATURE

Planked Lake Erie Whitefish 85

With lemon, butter and a border of creamy mashed potatoes, nicely browned. A healthful, appetizing dish.

Baby Lobster (about 1½ pounds) \$1.50

Received daily, you bet they're alive and kicking. Split broiled to the Queen's taste, with rich Chiffon Sauce and drawn butter. A treat to itself.

Fresh Deep Sea Scallops 75

Broiled in egg, cracker meat. Fried to a golden brown in creamy butter. A liberal helping of snappy tartar sauce.

Steak a la Minute 1.00

Sprinkled with flour, pepper and imported Hungarian paprika, then fried in butter, just one minute on each side. Served piping hot with diced potatoes to which our Chef has added Mexican pimentos. Of course, we use only the loins of choicest young stall fed steers.

Lamb Chops (2) 85

Of genuine native lamb, slowly broiled over a white-hot flame. First size and juicy, with the finest reasonable fresh vegetable.

Cal's Sweetbread, Eugene 1.25

One sweetbread out of a milk-fed calf, cooked nicely in cream, with a slice of ham and a half dozen medium-sized fresh mushrooms, served on toast piping hot, under glass bell.

Spaghetti Caruso 60

A concoction that famous artist loved to prepare himself. Imported spaghetti cooked to the proper tenderness in rich beef stock, chicken liver, mushrooms and genuine Parmesan cheese. Ah, what a flavor.

At the HIPPODROME— "LONESOME LADIES" AND VAUDEVILLE

FLEISCHMANN'S YEAST CAKE—1 Cent

Relishes and Appetizers

Shrimp Cocktail 50 Crab Cake Cocktail 50 Fresh Lobster Cocktail 25

Dill Pickles 10 Green Spring Onions 10 Olive Cakes 25

Radiolus 10 Extra Large Ripe California Olives 25 Blamark Herring 25

Imported Sardines, per box 25 Green Queen Olives 25

Heart of Cello Caviar stuffed with mixture of Imported

Roosevelt Cheese, Creamery Butter, Hungarian Paprika 45

Soups

Roast Beef with Barley 15 Consommé with French Potatoes 15

Chicken Gumbo 25 Cold Consommé Jelly 15

Chicken Gumbo 25 Cream of Tomatoes 25

Clams and Seafood

Fried Clams with Barley Chips and Cold Shaw 55

Little Neck on Shell 25—with Cocktail Sauce 25

Cherry Buns on Shell 25—with Cocktail Sauce 25

Broiled Baby Lobster 1.00 One-Half Cold Lobster with Mayonnaise 1.25

Lobster Newburg 1.25 Crabmeat on Gratin 15

Crabmeat in Cream 15

Ready to Serve

45c COMBINATION LUNCHEON—Broiled Pork Ham Sandwich on Toast, Tomato Sauce, Potatoes, Cap of Coffee

Baked Fresh Mackerel, Anchovies Butter, 50

Fried Port Shell Crab, Tartar Sauce, 40

Scallops and Shrimps Newburg 55

Sliced Chicken a la King on Toast 25

One-Half Chicken, Maryland, 1.00

Veal Chop in Cream, Breadcrumbs, 75

Mignon of Beef, Broiled, Potatoes, 1.10

London Broiled Grill, Baked Potatoes, 75

Roast Leg of Spring Lamb, Currant Jelly, 45

Roasted Pork Chop with Fried Apple 50; with Egg 45

Peas and Butter with Mayonnaise, 55

Peas and Butter with Maple Syrup 15

Sliced Peaches and Cream 25

Wasserman 25 One-Half Chateaufort 25

Honey Dew Melon 25 Strawberry Ice Cream 25

Dishes to Order

Ham or Bacon and Eggs 50 Poached Eggs, Benedict 50

Gratin, Jelly, Cheese or Chicken Liver, Omelette 50 Chicken Patty 50

Broiled Veal Cutlet, Tomato Sauce 50 Chicken a la King 50

Broiled Pork Chops (1½) 40—12 75

Half Broiled Spring Chicken with French Fried Potatoes 1.00

Broiled Pork Tenderloin 85 Single British Steak 1.15

Tenderloin Steak 1.60 Extra British Steak (for 2) 2.25

Roasted Beef 50 extra extra per person.

Vegetables

New Castleflower, Hollandaise Sauce 25 New Spinach 25

Buttered Beans 15 Canned Tomatoes 15

Roasted Corn 15 String Beans 25 Asparagus Tips, Butter Sauce 25

Potatoes

Potatoes Mashed 15 Baked Potatoes 15

Boiled or Mashed 10 French Fried 15 Hashed-Brown 15

American Fried 15 Au Gratin 15 Fried Sweet 15 Lyonnaise 25

Cuttings Fried 25 Sweet, Southern Style 25

Desserts

Fresh Apple Pie 15 Raspberry Pie 15 Cornmeal Cream Pie 15

Custard Pudding 15 Peaches in Cream 20 Peaches in Cream 20

Fresh Shortcake 25 Fresh Sifted Pineapple 25 Fresh Pastry (made by Pfeiffer's Pastry Chef) 15

Fresh Sifted Pastry 25 Fresh Pastry (made by Pfeiffer's Pastry Chef) 15

Baked Apple, Cream 20 Coffee Cake 15 Chocolate Ice Cream 25

Vanilla Ice Cream 20 Orange or Pineapple Ice 15 Mocha Tart 15

Stewed Rhubarb 15—with Cream 20 Ice Cream with Cookies 25

ALL FRESH FRUITS IN SEASON

A typical Pfeiffer menu. Note the interesting descriptions of each dish on the left, also the theatre ads at the top.



What Are the Main Factors in Buying?

Chas. A. Laube, Buffalo Restaurateur, Outlines Some Points to Remember When Making Purchases of Equipment and Supplies

By JOHN W. FLEMING

Chas. A. Laube, head of the Laube Cafeteria Co., gives some helpful advice on buying.

THE major reason for restaurant failures and bankruptcies, according to Charles A. Laube, one of Buffalo's foremost restaurant men, head and owner of Laube's Cafeteria and Coffee Shop, lies in faulty buying. At least fifty per cent of the success of an eating house venture depends on proper buying. Mr. Laube's success qualifies him to speak on this subject with the proved weight of authority and achievement.

Buying, in turn, is dependent upon the market. While the market is determined by four prime factors of which price is the least. Any analysis of the raw food market brings to light this essential quartet:

QUALITY, always first and foremost.

AVAILABILITY

HONESTY

PRICE

Of the first factor Mr. Laube has this to say:

"It is a common and erroneous impression that restaurants can and do buy foodstuffs that would not and could not be safely bought for the individual home. It is the reverse that holds true.

"In the first place the restaurant that serves inferior food cannot succeed. That is obvious. Secondly, food buying for restaurants exacts a uniformity in the foodstuffs that the homeowner rarely if ever considers. From the standpoint of the food shop proprietor uniformity of products is one of the most necessary essentials in quality food.

"As an example consider this. Our potatoes must be all the

same size as nearly as possible. At your home you think nothing of it if you are given two small, maybe undersized, spuds. You know that you can come back for more and not find the extra item charged to you on your boardbill—if you have one.

Size Important

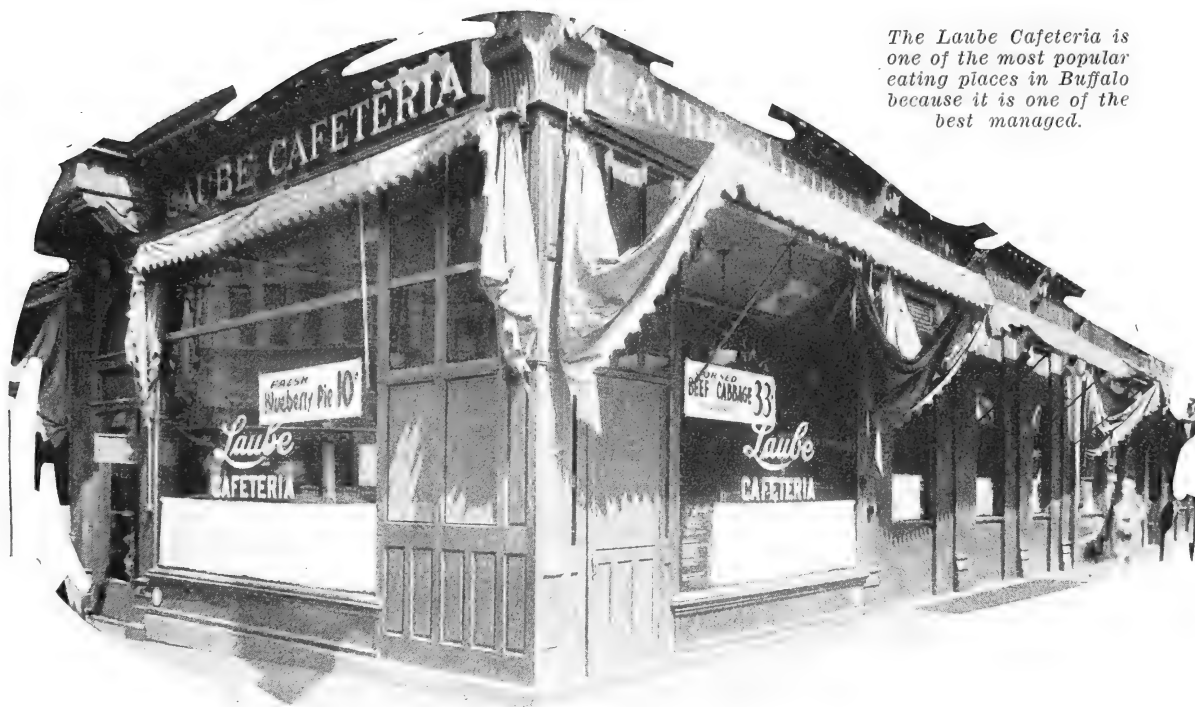
"The successful restaurant man, however, must either serve one large potato or two medium



The back room of the Laube cafeteria, showing the balcony tables and a section of the steam tables.

RESTAURANT OPERATION

The Laube Cafeteria is one of the most popular eating places in Buffalo because it is one of the best managed.



sized ones to each and every potato customer. He cannot safely serve one large potato to one man and two medium ones to the next even though each customer received the same quantity.

"The same applies to every item sold in the eating house. They must all be approximately the same size from soup to nuts. That is one of the first elements of successful food buying for diners-out."

Buying Meats

Here Chris Laube, brother and partner of Charles, interrupted. Chris buys all the meats, poultry and the like.

"Yes, and don't think that same rule of uniformity doesn't apply to meats. We buy all our bacon in nine pound slabs because we have found that that is the best size for us. By the same token we buy all our ham in twelve-pound steaks. For remember slices of bacon, portions of steak, chops and fowl must be cut so that we know the

price we paid for every piece we have cut out and therefore the price we must charge for every piece. If out of a nine pound slab of bacon we get so many slices we figure how much we have paid a slice and how much we must sell each slice



Chris, brother of Chas. Laube, and partner in the operation of the Laube establishments.

for, how large each portion can be. That is where the necessity for uniformity comes in.

"We never buy whole carcasses of beef and pork though we sometimes do of lamb and veal. We are not interested in the carcass, although we have our own complete butcher shop right on the spot with our restaurant and cut all our own meat right here. We want the meat not the carcass, therefore we look for and buy the meat, not the frame."

Quality and Price

Then Charles Laube continued: "In judging the quality of foodstuffs the subject of price plays a very small part. When weighing quality and price remember that it is always safer to buy alone on quality. You are always near right if you buy on the goodness and uniformity of the products. You are *always wrong* if you buy on price alone."

Next Mr. Laube stressed the
(Turn to Page 130)

The Secret of Successful Catering

System, Good Cooking, Prompt and Courteous Service, and Willing Employees Are Essentials

By FRED J. SEAMES

President, Buffalo Catering Company

"NO job is too small and none too large," is our slogan. And we live up to it! We have catered to as small a party as one—a man once came to us and asked if we would cook up a meal for a child in the Crippled Children's Home. We did. Then again at one seating we fed 5,200 persons. This was the time the Shrine held their International convention here in 1906. We served them out of twenty-five kitchens.

At present we are serving 20,000 persons a month and do three jobs a day on the average,

the year round.

How do we do it? System and service are the answers to that question. The phone rings. We take down the order. Contracts are signed, for we do all our business on the contract basis. The kitchen starts working—we prepare all our food here, save the baking and making pasteries. Then the order, no matter how large or how small, is sent out in fireless cookers. That in short is how we do it. We can and have handled jobs on an hour's notice. Sounds simple, doesn't it? Well consider this for a moment.

Menus First

"When the kitchen starts working so does the print shop. We prepare four menu copies. One is for our files; one batch is for the persons to be served; one is for the inside chef here,

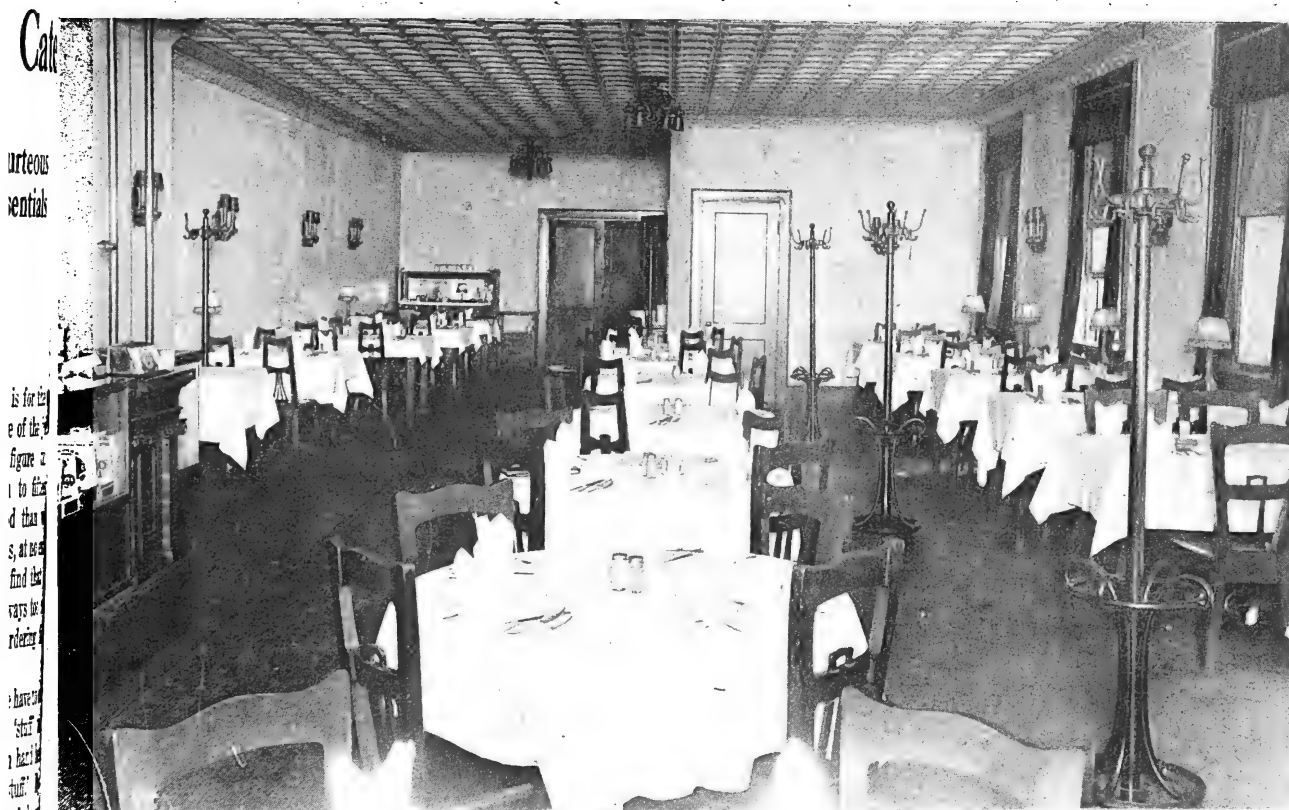
and one is for the outside man in charge of the job. Then we always figure on preparing from ten to fifteen per cent more food than was ordered. We do this, at no extra rate, because we find that parties are almost always too conservative in their ordering for catering services.

"Next we have to consider the amount of 'stuff' to be used. We have on hand here 125,000 pieces of 'stuff.' By 'stuff' I mean knives, forks and spoons, dishes, table cloths, napkins, glasses, chairs, tables, and the like. Any one job may call for using twenty-five pieces of stuff or it may call for using three or four hundred. Fifteen pieces is usually the very lowest.

"Next the food is cooked and taken out to the job, in our own trucks. An outside manager stays right on the job to see that the service is right. We



The home of the Buffalo Catering Co., one of the country's largest, and Fred J. Seames, president and manager.



The "home restaurant" of the Buffalo Catering Co., has gained a fine name for the quality of foods served. It is a well-managed and pleasant dining room.

furnish everything that the party wants from soup to nuts and from tables and chairs to music and vaudeville acts.

"All we ask is that we are given the job and are let do the worrying. We'll promise the service, the food, the equipment, and the entertainment. And we'll promise it's done right, efficiently, and courteously.

"What makes for success in the catering business? Good cooking, well seasoned and well served; prompt, efficient, and courteous service on the part of our employees to our guests; and to get all this, the goodwill of our employees on our part.

Good Will of Employees

"We pay them right and furnish them with their meals and their transportation. We have waiters and cooks that do nothing else but wait for a big job when they will be called upon to help us. Of course in this business you can't keep a stable payroll. We have had women dishwashers who have worked for us for fourteen years. Many

of our employees have been with us for twenty years or more.

Cornell Course

"And while on this subject of successful catering I should like to remark upon what I think is one of the greatest boons

ever given to the catering trade. I mean the establishment of college courses in catering. Right now I have in mind the course in catering offered by Cornell University. I am strongly in favor of this and am going to have the college trained caterer on my payroll as soon as I can get him.

"Why? Because my head chef is an excellent example. Robert Boeg is a native of Germany, city of Stuttgart. He was trained in a Continental cooking school and I am much more than merely satisfied with him.

Training Important

"Then again it is going to be a great thing for our business to have men that know more about it than just one phase. These college courses not only teach cooking and teach it right. They also teach buying, preparation, service, manu-making and arranging, and the like.

"Take that item of buying alone. We have it all figured out quite scientifically just how

(Turn to Page 133)

Buffalo Catering Company, Inc.		
SEE THAT INFORMATION IS COMPLETE		
EVENT ORDER		
Name of Caterer		
Address		
Represented by Mr. _____ Address _____ Telephone _____		
Description of Event _____ Place _____		
Date _____	Time _____	Estimated Number _____
Cash Deposited _____	Order Expires _____	
EXTRAS	MENU	CHECKING LIST
Glassware _____ Plates _____ Silver _____ Linen _____ Flowers _____ Music _____ Entertainment _____ Transportation _____ Other _____	Appetizers _____ Soup _____ Fish _____ Meat _____ Vegetables _____ Desserts _____ Beverages _____ Other _____	Cash _____ Check _____ Credit _____ Other _____ Total _____ Balance _____ Other _____ Total _____
REMARKS		

When preparing to cater to gatherings of any size, an "Event Order," similar to the above, is filled out.



The Reickert Tea Room in downtown Buffalo, a resting place for busy women shoppers. The long row of windows in this upstairs establishment give it an atmosphere of perpetual daylight.

Tempting Shoppers in for Tea

How the Reickert Tea Room Attracts Women Who Are in the Mood to Buy

By ETHEL PINCUS

WOMEN eat where they shop. Or they shop where they eat.

Working on this principle, the Reickert Tea Room and Gift Shop, 190 Delaware avenue, Buffalo, N. Y., is becoming most successful.

A new, handsome two-story building is this tea room and gift shop. It is situated almost at the beginning of Buffalo's "Fifth Avenue." On entering, one immediately is in the gift shop, the dimensions of which are seventeen by approximately sixty feet. A most noticeable thing on viewing the tea room and gift shop from the outside, is the attractive display of giftwares in the two ample windows. The restaurant and tea room signs above and the giftwares in the windows below seem to blend harmoniously, making the ensemble positively

alluring.

The tea room is upstairs and is reached by a mahogany staircase that commences at the left middle of the gift shop. The dining room is unusually inviting, and, seating 350 persons, is rather oblong. The long row of windows opening on Delaware avenue give the dining room an atmosphere of perpetual daylight. The tea room and gift shop is Colonial of design and has a red brick exterior.

Opens Gift Shop

When Ethel M. Reickert, proprietor of the Reickert Tea Room and Gift Shop, first opened in this new location in December, 1925, there was no thought whatsoever of selling gifts. The large downstairs

space was devoted to an ice cream fountain and parlor and the selling of candy. There was also a reception room of a sort to the restaurant upstairs.

However with the demand for favors and place-cards for bridge parties and other affairs given in her tea room, Mrs. Reickert decided to put in a small supply of these necessities. The following February she began to increase her stock to include bridge prizes. Leather goods, such as bridge score pads and ash trays, silk handkerchiefs and other novelties began to sell and sold well. With this small initial success she commenced to gradually better the quality and increase the quantity of her entire giftware stock.

Today this giftware-restaurant carries about \$5,000 worth

(Turn to Page 118)

"Keep Checking Up on Your Business"



By
**ARTHUR
MARSHALL**

The Statler restaurant has been "a Buffalo institution" for 31 years.

MORE than thirty years years ago Ellsworth Milton Statler, en route for a fishing trip in Canada, visited Buffalo. At that time the Ellicott Square office building was being built. It was to be the largest office building in the world. The now-famous hotel owner thought the mammoth new building, covering an entire city block and reaching many stories into the air, was an ideal site for a restaurant. That is the reason for the internationally known Statler Restaurant, the first big enterprise of the man who today is one of the world's most successful hotel men, E. M. Statler.

Thirty-one years ago, August 1896, the Statler Restaurant was opened. It has stayed open ever since. It is a local institution and is almost as well known, far and wide, as Niagara Falls. It is Buffalo's oldest restaurant; one of Buffalo's best and the first metropolitan eating place in the city.

W. Statler Manager

When the restaurant opened Will Statler, brother of "E. M.", went to work in the store room. Will was fresh from public school. So well did he learn the business and so completely did he satisfy his brother as to his capability that it wasn't long before he was made manager of

An Interview With Will Statler in Which He Explains His Operating Methods

the restaurant. In figures it was just five years for it was in 1901 that Will Statler assumed the management of the place. So successful has he been that any remarks he chances to make about the business are of great value.

Give Customer Best

To start the interview the writer asked Mr. Statler what he thought restaurants owed

their clientele. Mr. Statler objected:

"I don't like that word 'owe'. I think 'aim' is a much better one. Ask me what our aim is and I'll answer you. Our aim is to give the customer everything humanely possible. That includes service, quality and quantity of food at a fair price, and surroundings that please the customer and make us proud of our restaurant.

"Anybody can make the above statement. But extreme care must be used in constantly checking up one's ability to carry out the statement. That, to my mind, is one of the prime fundamentals in the restaurant business.

Brand Doesn't Count

"If you don't keep a constant check on yourself and your restaurant you will soon be surpassed for you will find that the other fellow is doing just that. The buying of canned goods furnishes an excellent example of what I mean. We never buy by name. One year we may buy a canned brand that is reputed to be the best there is. If we do buy that brand it is because we are utterly convinced that for that particular year, at least,

Sixty five cent Luncheon
Served at Noon Children Half Price 11 a.m. to 2 p.m.

COCKTAILS AND SOUPS	
CHOICE Cantaloupe Cocktail	Cranape of Caviar
Old Plantation Soup	
FISH AND SEAFOOD	
CHOICE Broiled Fresh Mackerel	Halibut Steak, Tartar Sauce
ENTREES	
Little Pig Sausage with Fried Apples	
Hamburger Steak with Spaghetti	Fresh Vegetable Dinner
Cheese Omelette	Assorted Cold Cuts with Salad
Minced Pork Tenderloin with Fresh Mushrooms	
ROAST	
Roast Sugar Cured Ham, Champagne Sauce	
Boiled Potatoes	
CHOICE Lima Beans	Remoulade Salad
DESSERTS	
CHOICE Sliced Apricots with Cake	Fruit Whip
Orange Layer Cake	Fruit Cream Pudding
Apple, Apricot, Coconut Cream Pie	
Chocolate Sundae	Boston Cream Puff
CHOICE Coffee	Pot of Lipton's Tea
NOTICE:	Killik Iced Tea
The musical instrument being played is the Brunswick Panatropa. Both instrument and records can be had at Dunham, Cottler & Grunfeld.	

A good 65c luncheon menu. "Children Half Price," has proven a worth-while trade puller.

charges half price for children. Beneath this announcement is the child's head that accompanies it is the menu for the noon dinner or the evening supper.

In 1917 a Statler cafeteria was opened right across the street from the restaurant. Will Statler is a great believer in the merit of the cafeteria and the installation of a Statler serve-yourself place is just another instance of up-to-date management. An underground tunnel connects the two. This was done for better and faster service. The "short orders" are gotten up in the cafeteria and coffee shop. The ice creams, ices, pastries, and dinners are done in the restaurant's kitchens and bakeshops.

In the restaurant so famous have the table d'hôte dinners become that the a la carte service, though available, is not pushed. A dollar dinner and sixty-five cent lunch are the stable services.

Service Rewarded

The good will of the employees is obtained and kept by recognition of ability and steady service. Years ago when molded ice cream had a flare—it was known as "yum-yum" then—Will Statler had a dish in New York City. He immediately signed up the ice cream man who made it and brought him on to Buffalo. Special refrigeration was installed to turn out the molded cream. A nice salary was paid the ice cream man. But the ice cream was served on the regular dinner. In New York it cost the customer anywhere from thirty-five cents to sixty or seventy-five cents a portion. Another sample of Statler service.

Then the fad faded but the ice cream man was kept. When E. M. Statler opened his Detroit hotel the man was put in charge of the ice cream department there. Today he has the same post in the Hotel Pennsylvania, the largest hotel in the world.

Will Statler has had the same head waiter for more than twenty-five years in the restaurant.

Robert Bowen started when the restaurant did. He started as a waiter. For twenty-six years he has been the head waiter.

Women cooks and women waitresses are the rule in the restaurant. Mr. Statler has women for he says "the public prefers them." Home cooking prevails although Will Statler holds no brief against the French cooking.

It was the Statler idea also to have a popular priced restaurant with a hotel atmosphere. The Statler restaurant achieves this and rivals many a metropolitan hotel dining room in the beauty of the surroundings.

Guest Always Right

Statler feeds two thousand a day in his restaurant, cafeteria

and coffee shop. There are seating facilities for five hundred, 275 in the main restaurant and 225 across the street. The payroll has 175 names.

And through it all the famed Statler slogan pervades, "The guest is always right." If an order doesn't suit it is exchanged or marked off the bill. And that is all there is to it. There is no quibbling or haggling. Few words are spoken. "Will I get you another portion or will I take it off the bill?" And that's that.

For, as Will Statler says:

"We want no customer to say that meal's all right for the money. We don't go for that pessimistic stuff. What we want to hear is, 'I don't see how they do it for the money. My, that was a crackerjack meal!' That's our aim."

Sunday and Thursday
\$1 Dinner
 Continuous Service 12 to 9:15

CHILDREN
HALF PRICE

HALF A BROILED LIVE LOBSTER
DAILY WITH \$1 DINNER AT STATLER'S

ROAST MILK-FED CHICKEN
DAILY WITH \$1 DINNER AT STATLER'S

Choice of: Fresh Blackberry Cocktail, Caviar or Caviar

OXTAIL SOUP
 Soft Shell Crabs, Tartar Sauce, One-half Broiled Live Lobster, Braised Sweetbreads, Fresh Vegetables, Planked Tenderloin Steak, Baby Potatoes, Roast Prime Beef, Pin Gravy, Browned New Potatoes, Fresh Spinach, Pineapple and Cheese Salad

STRAWBERRY SHERBET
 Choice of: Chilled Watermelon, Strawberry Parfait, Butterscotch Whip, Orange Layer Cake, Swiss Pie, Boston Cream Pie, Vanilla Ice Cream, Strawberry Pie, Pineapple Ice Cream, Coffee

HALF A BROILED LIVE LOBSTER
DAILY WITH \$1 DINNER AT STATLER'S

MUSIC EVENINGS
Plenty of Auto Space

STATLER'S
ELLICOTT SQUARE

Courtesy Express
 Sat. June 4, 1927

STATLER'S
ELLICOTT SQUARE

The Coffee Shop
 with exceptional facilities for quick service, serves you an entire order at any part of the 165 foot display counter. And, of course, you'll enjoy the delicious cup of fresh coffee with cream

5c

STATLERIZE YOUR APPETITE AT MAIN AT SWAN

FRESH STRAWBERRY SHORTCAKE
DAILY WITH \$1 DINNER AT STATLER'S

ROAST TURKEY WITH DRESSING
DAILY WITH \$1 DINNER AT STATLER'S

STATLER'S
ELLICOTT SQUARE

Coffee Shop
 Specials that you'll like to eat.

FRESH CHOCOLATE LAYER CAKE	10c
CREAM OF TOMATO SOUP	10c
CHICKEN SALAD SANDWICH	15c
OLIVE & EGG SANDWICH	10c
FRUIT SALAD	15c
GRAND OLD FASHIONED SALAD	15c

—and a delicious Statler Cup of Coffee for only 5c

MAIN AT SWAN

"Will Statler is a firm believer in advertising, and he has used practically every type of advertisement in his campaigns."



Miss Elizabeth Sandborn

Adapting Home Economics to the Cafeteria

College Graduates Put Class Room Theories Into Practice at the "Russet"

By MARY BUCKLEY

Miss Sandborn manages and has complete supervision over the Russet Cafeteria. Miss Rust, president of the Russet Cafeterias Company, takes personal charge of the Cleveland Russet cafeteria. A sister, Mrs. Lottie

McPherson, supervises the third Russet Cafeteria in Indianapolis.

Both College Students

All three Russet cafeterias are most successful. All three are the products of ambitious women who learned restaurant theory in college and who, upon graduation, set about to put their theory into practice in the most sensible way possible.

A few years ago Miss Sandborn and Miss Rust chanced to meet while taking courses in "Institutional Administration" at Columbia University. Both had graduated previously, Miss Sandborn from the Kansas Agricultural College, and Miss Rust from Illinois University, and were taking a post graduate course to gain more knowledge. They soon became fast friends and made their dreams and aspirations known to each other.

Came a time when the Colonnade Restaurant in Cleveland asked the Columbia school for



The Russet Cafeteria in Buffalo is run by college graduates who are making use of their home economics knowledge in their work.

IS COLLEGE worth while? This seems to be a paramount question in the minds of both educators as a whole and prospective students of higher education throughout the land.

Yes, college is worth while. At least it was valuable to Miss Lynne J. Sandborn and Miss Grace Ann Rust, proprietors of the Russet Cafeteria, Buffalo, N. Y., whom the writer would like to present as excellent proofs of the soundness of higher scholastic training, especially that department which fits men and women to become experts in the preparing of tasty food and the serving of same to a discriminating public.



The interior of the Buffalo Russet cafeteria. This is one of three establishments operated by the Russet company.

an assistant manager. Miss Sandborn was chosen and upon graduating, went immediately to Cleveland to accept the position. Miss Rust took a teaching position for a year at Pennsylvania State College and then joined her classmate on the staff of the Colonade.

Although Miss Rust remained in her new position but six months—leaving to jump into the restaurant business “with both feet” on her own hook—Miss Sandborn retained her position for three years, during which time she gained a world of experience, at the same time putting into practice the principles she had eagerly assimilated at Columbia.

Miss Rust's Start

With the assistance of Miss Rust's mother and sister, Miss Rust started a small restaurant in 1921 in Indianapolis. She began to succeed. A year ago last February a move was made into its present large and exceptionally well-appointed home.

In the meanwhile Miss Rust was looking for further fields to conquer. A splendid location was available in Buffalo. True this location was the site of the unhappy bier of the L. R. Steel cafeteria. The doors had been locked three months due to sudden financial reverses of the Steel corporation and the place had a rather unfavorable reputation around Buffalo. But this

didn't matter. In 1923 the present Russet cafeteria in Buffalo was opened with Miss Sandborn in charge. Last fall the Cleveland Russet restaurant was opened.

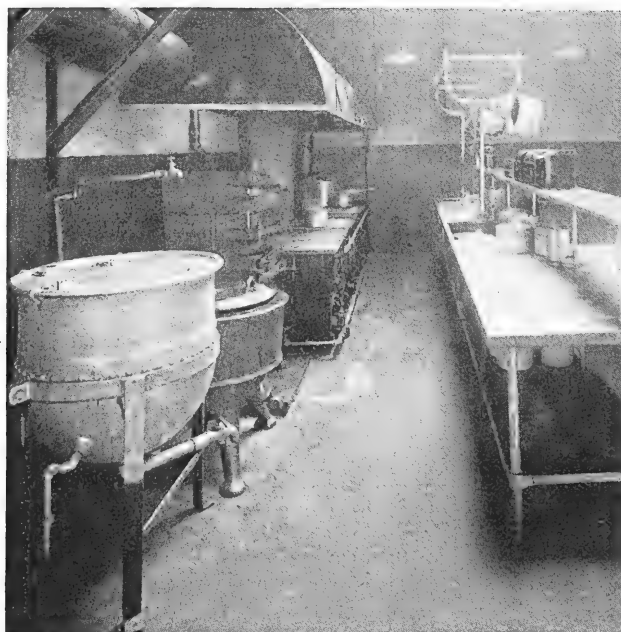
“Study” Your Business

Thus it is that two young women, college graduates and classmates are now associated together in the same successful organization.

Is college worth while? Do higher scholastic learning and specific study along definite lines pay proportionate dividends in the work period of life when college doors are left be-



Miss Elizabeth Perry



A portion of the well-equipped kitchen in the Russet Cafeteria, Buffalo.



A corner of the cafeteria showing part of the steam tables and the dessert and salad displays.

hind and the graduate is called upon to actually meet the public and sell his wares to the best advantage? For one desirous of going into the food and restaurant business, is it really worth the time and labor to “study” the business in any school or college?

Miss Sandborn's Duties

Miss Sandborn, the writer is sure, would give you a direct and speedy answer in the affirmative. And all that would be necessary to prove her contention would be to visit the Buffalo restaurant which she manages and over which she

(Turn to Page 134)

are wide enough apart, and the wall sufficiently low that perfect vision between the two sections of the dining hall is practically unimpaired.

Italian Vases

Atop the arch which makes a right angle to the mosaic floor, are three beautiful Italian vases. The largest is placed on the arch under which is the passage way to the second section of the room. The other two, of smaller dimensions, are placed on either side of the extended arch over the sections that have the column effect. Tables filter from the first dining section, under the arch, and mingle with the remaining tables in the second part of the dining room. As sentinels, guarding the entrance to this second dining section, are two electric standard lamps, producing an exquisite scene.

The walls themselves depict scenes from actual life. This decoration was attended to by Arthur Kowalksi, noted Buffalo artist, and at great cost. On either side of the main dining room gorgeous tapestries are hung. One presents the portrait of a flower girl, while the other has for its motif a Venetian boat scene and a youth strumming a guitar to his lady love.

Subdued wall lights are used creating an atmosphere of quiet solitude. Four sky lights covered with brightly striped drapes lend a shade of light that blends happily with the artificial lighting.

"Quiet" Atmosphere

To the rear of the restaurant, the guest will look upon a built-in mezzanine floor. A part of this is occupied by the restaurant's bookkeeping quarters, with the remaining space given over to a private dining hall. Sloping over the main dining hall from the mezzanine floor, outside, is an imitation tile roof which makes an air for utter reality. Extending from the center of the lower wall, which hides the kitchens, is a typical Arab tent in which a six-piece



Pasquale Pirotta is treasurer and general manager of the "Como."

orchestra entertains luncheon and dinner guests. Remote control apparatus sends the melodies of this versatile orchestra to the outer world through the co-operation of Buffalo radio station WEBR.

1,100 Meals Daily

"The Como" has a seating capacity of 400. Seventy-five employees, including 28 waiters, are needed to take care of this restaurant's large and daily-increasing business. With the exception of the cashier, a

most attractive girl, all employees coming in contact with the public are men.

"The Como" serves over 1,100 meals daily, including Sunday. It gives a special dinner on Sunday for \$1.25, the prices on week days being fifty cents for luncheon and \$1 for dinner. All menus are arranged by Mr. Pirotta himself and are changed daily. "The Como" is open every day from 11 o'clock in the morning until midnight.

Modern Equipment

This restaurant is owned by Como, Inc., of which Mr. Pirotta is treasurer and general manager. Mr. Pirotta supervises everything from kitchen to front door. He is on the job at 8 o'clock in the morning and many times during rush hours puts on an apron and does meat cutting in the kitchen or helps at the "counter" to get out coffee or bread orders.

"The Como" equipment is modern throughout and its food and service the best. Waiters are hired, experienced or inexperienced. They are trained to Como standards by Mr. Anthony Lazzari, chief of the staff of waiters.

When young Pirotta, at the age of 13, left his sunny Italy,

Como Restaurant 671-673 Main Street	
LUNCHEON 50c	
SOUP	50c
Scottish Mutton Broth with Barley	50c
ENTREES (Choice)	
Salisbury Steak with Spaghetti-Mushroom Sauce	75c
Chicken Croquettes-Cream Sauce and Peas	75c
Hot Roast with Home Made Noodles	75c
Fried Veal Cutlet - Tomato Sauce	75c
Roast Fresh Ham - Apple Sauce	75c
Frankfurters and Sauerkraut	75c
Cold Ham - Potato Salad	75c
Fried Scallops-Tartare Sauce	75c
Broiled Lamb Chops with Bacon	75c
Smothered Chicken - Potato Sauce	75c
Spaghetti Neapolitan	75c
Mashed Potatoes	75c
DESSERT	
Vanilla or Flavored Ice Cream	25c
Custard Pudding	25c
Assorted Pies	25c
ICE TEA	
COFFEE	25c
Spring Chicken Sauce a la Como	75c
Steak Minute French Fried Potatoes	75c
Broiled Lamb Chops with Bacon	75c
Fried Scallops-Tartare Sauce	75c
Fillet Mignon with Fresh Mushrooms	75c
Water Melon	25c
Cantaloupes	25c
Honeydew Melon	25c
Wednesday August 10th-1927	

Como Restaurant 671-673 Main Street	
DINNER \$1.00	
Assorted Antipasto	50c
Fruit Cocktail	50c
SOUP	50c
Chicken Soup with Rice	75c
Old Fashion - Vegetable Soup	75c
SPAGHETTI A LA NEAPOLITAN	
ENTREES (Choice)	
Roast Spring Chicken with Dressing	75c
Roast Long Island Duckling - Apple Sauce	75c
Sweetbread and Fresh Mushrooms	75c
Cyprin Steak - Bordelaise Sauce	75c
Fried Jumbo Scallops - Tartare Sauce	75c
Broiled Whitefish - Butter Sauce	75c
Cold Ham and Chicken - Potato Salad	75c
Braised Leg of Veal Jardiniere	75c
Potatoes	75c
Combination Salad	75c
DESSERT	
Special Como Ice Cream and Cake	25c
Assorted Pies	25c
Water Melon	25c
Fruit Jell-O	25c
ICE TEA	
Friday August 9th-1927	

"The Como" is a first class American restaurant featuring Italian cooking.

he sailed, unattended, to South America. Engaging in the only trade he ever knew, that of the restaurant, he learned much in Buenos Aires and other large cities in America's sister country to the south. Seven years were spent with much profit and when he finally arrived at our own shores, at the still young age of twenty, he possessed an enormous fund of knowledge of the food business.

Cooks for Gould

It did not take the youth long to find a job. Almost immediately he found himself as second cook on the yacht, "Niagara," owned by Jay Gould. In this capacity he visited practically every land in the world

and gathered a host of new ideas. He served Gould as second cook for two years.

Como Opens in 1924

Twenty-two years ago when the Lafayette Hotel was opened in Buffalo, Mr. Pirotta was engaged as assistant chef in this hostelry. Two and one-half years later found him similarly occupied in the Hotel Iroquois in the same city. After two years he accepted a position as chef of the Hotel Cadillac, now the "Book-Cadillac," in Detroit.

After another two years he returned to Buffalo and went into business for himself, opening a small restaurant in Eagle street. Business increased and a larger place was needed. Mr.

Pirotta moved closer to Buffalo's main street, into a location at Eagle and Ellicott streets where he stayed eight years. His name and reputation had spread city wide during those eight years. A still larger place was a necessity.

On February 29th, 1924, the restaurant of his dreams was opened and a multitude of new patrons first learned the exquisite taste of a well-cooked and perfectly served "Italian Dinner,"—always the pride of the Pirotta institutions. "The Como," named after the little town of Mr. Pirotta's birth, was a reality and the general press was heralding it as an important epoch in Western New York restaurant affairs.

"The Como," said Mr. Pirotta, "was designed and built from the notebook of ideas compiled since leaving Italy many years ago. I have noted restaurants in many lands and have tried to build my own by combining the best features of all."

Delegates Welcome

"The Como" advertises in a three-fold manner, through the local newspapers, by radio and on billboards. Not very much newspaper advertising is done, however, the bulk of the publicity being sought and obtained by the two latter methods. The radio hook-up of station WEBR with the Como Orchestra tells tourists in distant states that when they visit Buffalo "The Como" should be THEIR restaurant.

"The best form of advertising," said Mr. Pirotta, "is the billboard. We have twenty-five billboards in use along the highways leading into Buffalo. We have several also in nearby Canada. This method of advertising is quite cheap and certainly is the best. It is a wonderful way of advertising a restaurant."

Mr. Pirotta extends a cordial invitation to all restaurateurs to visit and inspect "The Como."

"The doors will be wide open to all," he said.

 COMO RESTAURANT		
RELISHES AND APPETIZERS		
Antipasto a la Como 50	Antipasto Carciole 70	Italian Prosciutto 50
Small Artichokes, Olive Oil 50	Stuffed Olives with Anchovies 50	Celery 25
11 Sole (imported appetizer) per box 70	Anchovies (imported) 50	Tonno all'Olio (imported) 50
Stuffed Celery 60	Radishes 15	Imported Italian Salami 50
Anchovies Salsapicante 60	Caviar (imported) 50	Sardines, per box 50
Queen Olives 25		
SOUPS		
Consomme Natural 20	Consomme Vermicelli 25	Onion Soup au Gratin 35
Cream of Tomatoes 30	Minestrone (half hour) 35	Zuppa a la Pavese 35
		Vegetable Soup 25
ITALIAN SPECIALTIES		
Special Spaghetti with Chicken (half hour) 1.00		
Spaghetti, Neapolitan 50	Spaghetti, with Chicken Livers 75	Spaghetti, a la Marinara 60
Spaghetti, a la Como 75	Spaghetti, with Mushrooms 75	Spaghetti, with Anchovies 75
Spaghetti, Butter and Cheese 60		Tagliarini al Sugo 60
Tagliarini al Burro 60	Risotto a la Milanese 60	Risotto, with Mushrooms 75
Risotto with Truffles 1.00	Veal a la Carciola 75	Steak a la Fisiola 75
Spring Chicken a la Bordelaise 2.50	Fresh Mushrooms Sauté 75	Spring Chicken, a la Como, half 1.25
Brasé a la Genoeve 75	Spring Chicken en Casserole 3.00	Chicken Sauté Chasseur 2.50
Chicken a la Carciola, half 1.25	Chicken a la King 1.00	Chicken a la Venetiana, half 1.25
Tenderloin Steak, a la Como 1.50	Filet of Beef, Bordelaise 1.25	Veal Cutlets a la Milanaise 60
Scallops of Veal, Marala 75	Chicken Livers, Venetian Style 75	Zabaglione, not less than two 50
Veal Chops, Casserole 75	Fritto Misto 1.00	Welch Rarbit 60
POULTRY AND STEAKS		
Chicken Sauté, Mushrooms, half 1.50	Chicken Broiled, half 1.00	Chicken Sauté, Creole, half 1.50
Chicken Livers Sauté, Mushrooms 75	Chicken Fried, half 1.00	Chicken Livers en Brochette 75
Sirloin for one 1.00	Broiled Ham or Bacon 60	Sirloin for two 2.00
Small Tenderloin Steak 1.00	Extra Tenderloin for two 2.00	Lamb Chops, two 60
Pork Chops, two 60	Mutton Chops 60	Broiled Lamb Chop 60
OMELETTES		
Omelette, Plain 40	Omelette with Parsley 50	Omelette with Ham 50
Omelette with Tomatoes 50	Omelette with Cheese 50	Spanish Omelette 75
Omelette with Asparagus 60	Bacon and Egg 50	Omelette with Mushrooms 60
Omelette a la Payesee 50	Ham and Egg 50	Omelette with Jelly 60
SALADS		
Lettuce, French Dressing 30	Combination 45	Lettuce and Tomatoes 40
Tomatoes, Sliced or Quartered 40		Celery with Mayonnaise 50
Asparagus 60	Sliced Cucumbers 35	Fruit Salad 75
Shrimp Salad 75	Pink Dressing 25	Russian Dressing 25
	Roquefort Cheese Dressing 25	Mayonnaise 15
POTATOES		
French Fried	In Cream 25	Lyonnaise 25
Green Peas 25	French Peas 30	String Beans 25
	French Fried Onions 40	Fried Green Peppers 60
SANDWICHES		
Club 60	Combination 50	Chicken 40
		Sardine 40
		Cheese 25
		Ham 30
CHEESE, DESSERTS, ETC.		
Ice Cream, Vanilla 15	Pirotta Special Ice Cream 25	French Pastry 15
Roquefort 40	De Brie 25	Gorgonzola 40
Apple Pie 15	Macaroni 25	Petit Four 25
Rice Pudding 20	Special Coupe a la Como 50	Caramel Custard 25
Fruit or Puncake 20	Meringue Glace 35	Peach Melba 40
		Baked a la Laura 75
COFFEE, TEA, MILK		
Coffee, per Cup 10	Tea, Pot 15	Chocolate 15
		Coffee, Demi Tasse 10
DO NOT FORGET OUR SUNDAY DINNER AT \$1.25		
Not Responsible for Hats or Coats		

This pleasing assortment of Italian and American dishes is in part responsible for the popularity of the Como restaurant.

Tempting Shoppers in for Tea

(Continued from Page 118)

Tea Room and Gift Shop offers many advantages, especially in the summertime. Tourists come into the gift shop, after noting the elegant giftware display, and buy things for themselves and for the folks back home. They frequently inquire for "a good place to eat." Business men passing by on their way to one office or another, and attracted by the displays, enter, buy or just look around, and ask where they can have lunch "without having to push around a tray."

Special Luncheons

Reickert's offers a special luncheon for fifty cents, which includes choice of two soups, salad, choice of four or five meats, two kinds of potatoes, a vegetable, a choice of a half dozen desserts, and tea, coffee or milk.

Downstairs two girls take care of the selling of giftwares and the ice cream parlor. The latter is not at all extensive, as is shown by the fact that there are but four tables, seating four persons each. Surrounding these tables, however, are numerous other tables, along the wall, attractively set with gifts that beggar description.

All merchandise of the same type is quite by itself making for better service to customers. "We appreciate the gift shop more especially at Christmas time and early summer when the number of brides is great," said Mrs. Reickert. "We try to keep in stock whatever they would wish for."

"Our giftwares surely helps our dining room. It is a wonderful advertisement. Women, in a flurry of shopping, hasten to combine their noonday luncheons with their shopping tours. With men, it is almost the same. Paraphrasing George Arliss in 'Old English,' who says, 'Where I dines I drinks,' here it might be said, 'Where they buy they eat.'"



The
THRIFT
Gas Oven

Bring On the Reputation

WHEN your waiters carry out a tray of baked foods, they are taking your reputation to your guests. Whether it is good or bad depends not wholly on your cooks but on the results obtainable with your bake oven.

Thrift Ovens enable you to surround the quality of your foods with the eye and appetite appeal of uniformly well baked foods, which always builds a profitable reputation.

In addition to better baked foods, Thrift Oven features assure economy and flexibility by guaranteeing complete utilization and distribution of heat with uniform baking on every part of each deck.

Make your baked foods build your reputation. Send for descriptive Bulletin L, showing the economies and improvements of Thrift Oven Baking.

The Surface Combustion Co.
2375 DORR STREET, TOLEDO, OHIO
Branch Offices in All Principal Cities
Utilization Division of the Combustion Utilities Corporation

6

Reasons

Why Thrift Ovens Bake Better at Lower Cost:

1. Decks are light—easily removable, made of a smooth, stone-like, heat-retaining material.
2. Insulation is cut to fit, practically eliminating joints and insuring better fuel economy.
3. Doors close without slamming—stay closed without latching. Unique sealing feature prevents cold air from chilling other decks when any door is opened.
4. Combustion Chamber is insulated from lowest deck to prevent overheating. Designed to deflect heat efficiently throughout the oven.
5. The Siphon Flue—a unique Thrift feature that brings about uniform distribution and more complete utilization of heat, and insures improved baking on each deck.
6. Burners heat oven rapidly, are easily adjusted and are provided with push button pilot lighting system.

What Are the Main Factors in Buying?

(Continued from Page 91)

small part that price plays compared with availability of the goods, the second determining factor in buying. If you want and need some special product, let us say oranges, what successful restaurateur is going to deny himself this essential item just because the price may be five or ten cents above normal due to a scarcity

of good fruit at that moment? The man who does deny is practicing false economy, is heading toward bankruptcy, and all because he has neglected the important consideration, availability which in turn may be conditioned by the law of supply and demand or by crop conditions.

The third point in successful buying is that of observation. Mr. Laube broadcasts this caution:

"Watch your weights and measures on markets. For instance you will find that some farmers pack their spinach more tightly in the same sized crate than others. The farmer who packs his greens loosely may be selling for five cents a bushel cheaper than the one who packs tightly. But you may be getting fifty percent more greens to the bushel by paying five cents the bushel more to the man who packs tightly. There's another example for you of the inadequacy and inefficiency of looking at price alone.

Study Crop Reports

"Not that price does not enter into the matter at all," Mr. Laube went on as he launched into the fourth and last element of successful buying. "It does of course. You should only pay a stable, year-round price for staples such as cereals. These you can, if you choose, buy in much larger quantities than the other goods, not only because they are not perishable but also because their price is not going to vary any.

"Price should be watched. Crop and market reports should be studied. If your awareness and study tells you that you have enough greens for a short period and that you believe greens are due to fall in price, naturally you should hold off buying. The reverse also holds true. Even if you have enough of a certain product, a very low

price, in the face of a rise should be taken advantage of."

Having disposed of the four factors of successful buying—quality, availability, watchfulness, and price—Charles Laube gave a few generalities anent proper buying. He believes that hand-to-mouth buying is the right thing for the small restaurant, especially if the head of the restaurant does not do the buying but has a steward or buyer.

Trade Around

He firmly believes that the head of any restaurant should do the buying personally—as he and Chris—or at least supervise most minutely the activities of his steward or buyer. There it is, he says, that the losses occur. The steward or buyer hasn't and can't have the same interest in the buying that the owner has.

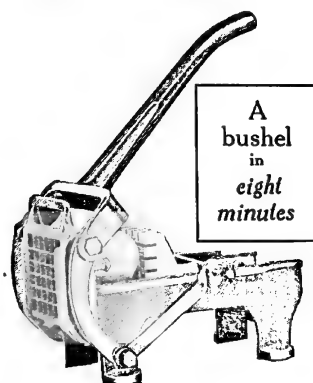
He also believes that the best way to buy is by trading around. The Laubes never buy steadily year in and year out from the same farmer or market stall or meat house. They don't believe in letting any seller get the idea that they are sold on him exclusively.

And, in support of his buying theories and belief in personal purchasing by the owner of the restaurant, Mr. Laube closed the interview as follows:

"We buy a thousand dollars worth of merchandise daily on the yearly average. If I was to have a buyer it would cost me five percent or fifty dollars daily and the buying wouldn't be done as thoroughly, as efficiently, and with the same spirit of personal interest as we do it.

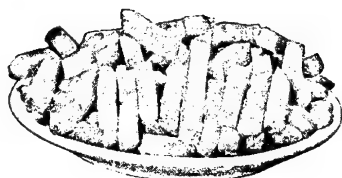
"To sum up this whole buying question of the restaurant let me say that price does not determine value and that no one is going to buy for you as well as you would buy for yourself. *Buy for value, not buy price, and do the buying yourself.*"

This Machine



A
bushel
in
eight
minutes

Cuts Potatoes



into French Fries
(eight different sizes)
or Slices (three sizes)

Slices Apples



into 6, 8, 12 or 16 slices.



Ask for Circular No. 27-A

H. G. W. YOUNG
61 Hanover Street, Boston

The Secrets of Successful Catering

(Continued from Page 93)

much to buy for the particular party. Mere numbers alone cannot be used as guide posts. There is the type of organization to be served. There is the question of sex, strange as that may seem. For instance we find that if men alone are to be served we must allow three rolls per head to be on the safe side. However, if women are to be present then we only allow two rolls per head for we have found from experience that women will not eat as much bread as men. Similarly, we always allow a half pound of meat to each person.

Close Figuring

"Every job must be figured out that way. How many pieces of 'stuff' must we have on hand? How much food must be ordered? When must this be cooked that it will arrive in the best condition and yet not conflict with other jobs we are working on? Those are just a few of the questions that crop up on every single catering job. And they are just a few of the questions that the college-trained caterer can answer. Yes, I'm very strong for the college man in our business.

"We are prepared to go any place on a job. A few years ago we were called to Cincinnati to feed a convention. Or, we are equally prepared to cater on our own grounds. We have six banquet halls right on the spot here. Thus we can and have handled six different affairs at once.

"And, in addition to our own catering business, we maintain outside concessions as well. We run the new Ellicott Creek Road picnic grounds, the Erie Beach hotel (a summer resort concession where we cater to 15,000 a month), the Hamburg Fair grounds where once a year we serve the visitors to the Erie County fair. In addition to this we have our own restaurant where we feed 100 daily. We

don't plan much on the restaurant as it is so far uptown.

"My son, George Seames, acts as assistant manager and as one of the outside managers to go out on the job. There are two other outside managers. Then I have a house manager and a finance manager. My brother, Louis Seames, is steward and does all the buying.

"Myself? Oh, I keep right on the job too although I take two vacations a year, each of two or three weeks' duration. I believe that every man should take at least one good vacation each year and more if possible. I have to in this business. You see it's an all-hour profession, catering. We are working day and night, Sundays and holidays, the year round.

No Job Too Small

"How did I get in the business? Well, I worked for Billy Yeager of the German-American cafe thirty years ago. That's where I learned the catering game. Billy taught me all he knew and that was enough. Twenty years ago I went into business with Mr. Zeitler under the name of Seames & Zeitler. We sold out five years ago to the Buffalo Catering company. I remained actively in the business.

"Hobbies? My main one is that of fraternal organizations. I am a member of thirty-two different ones. It helps, yes, it's almost a necessity in this business. But my pet of all pets is the captaincy of the Orioles' 'Million Dollar Patrol,' so-called because we have never lost a drill we have competed in from coast to coast.

"Yes, I'm director general of the Fraternal Order of Orioles and in charge of all organizing. I'm president of the Buffalo Restaurant Association, too, if you want that.

"And, as a concluding remark, lest you forget, remember: 'No job is too small; none too large.'"

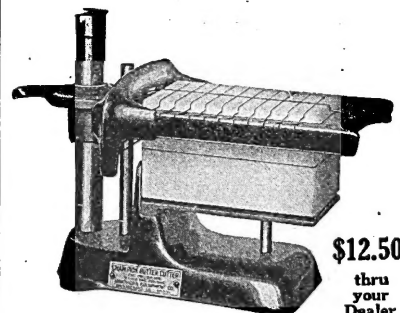
NOBODY

WHO HAS EVER ENJOYED THE COMFORT — AND FINANCIALLY PROFITED BY USING THE QUICK SERVICE-GIVING

CHAMPION

Butter Cutter

WOULD BE WITHOUT THIS WONDERFUL DEVICE! BECAUSE OF THE GREAT AID GIVEN TO REPAIRS BY THE REPLACEMENT WIRE FEATURE!



\$12.50

thru
your
Dealer

You'll only see this important Replacement Wire feature on the Champion!

YOU NEED

Our new Fruit Juice Extractor—it's strikingly good, useful, practical and serviceable.

Made of Aluminum

Can't tarnish, stain or rust. Every drop of juice is extracted from lemons, oranges or grapefruit and drips into the tumbler through a strainer. Easy to clean—easy to operate.

\$5⁸⁵

including reamer for oranges and lemons. Price slightly higher west of Rockies. Grape fruit Reamer \$1.25 extra.



U-S CHAMPION

Fruit Juice Extractor

Two styles—Wall Model Base, or for table as illustrated. Catalogue on request.

Northern Equipment & Supply Co.
Manufacturers

432 6th Ave., So. Minneapolis

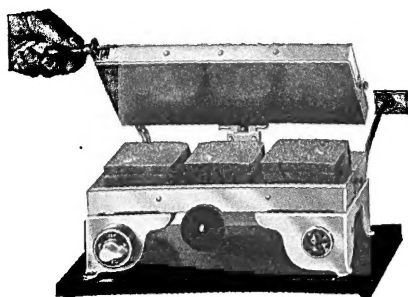
DELIGHTS

New and Old Customers Alike

IEM toasted sandwiches served piping hot with the filling flavor clear through are great business builders—delight customers and the news spreads like magic.

Wherever the IEM Toaster has been installed it proves to be the best producer per space occupied.

Easy to operate, adjustable to any thickness of sandwich by a twist of the fibre wheel on the front, neat and easy to keep clean—it is priced at fifty-five dollars. Get complete information on this profit builder.



INDUSTRIAL ELECTRIC
MANUFACTURING CO.

604 Norris Street

Wayne

Michigan

Adapting Home Economics to the Cafeteria

(Continued from Page 99)

has complete charge, and to learn a few cold facts concerning its remarkable success.

The Russet Cafeteria seats three hundred. It is exceedingly ample and presents not the slightest problem of congestion even when filled to capacity. On Washington street, directly opposite Buffalo's largest and most central building, the Elliott Square, the cafeteria is in a very fine location. Its customers are for the most part office workers of the better type. Noon time is the rush period and it is an every day sight to see men and women, boys and girls, from Buffalo's downtown banks and other business houses flock to the Russet in droves after the proverbial whistle has blown.

Two Meals a Day

Thus, from its location and from the type of diner necessarily drawn by its location, the Russet is open for two meals each day. The cafeteria opens at 11 o'clock in the morning at which time luncheon is served. At 2:15 o'clock the luncheon session is over and the dining room made ready for dinner which is served from 5 to 7:30 o'clock.

"We have found out," said Miss Sandborn, "that serving but two meals, and keeping open for short periods of time is best. Our food holds up better on the steam tables. Its quality is far better than if we kept open day and night and the food remained on the tables until it was all sold. We cook just enough for each meal and no more."

The Russet is newly decorated, done in a fresco of gold and black. It has five immense front windows which are draped most attractively. A battery of flood lights at tops of windows inside, and hidden from view by a narrow and darker drape, creates a most wonderful effect.

More than one thousand diners are served with Russet food and service every day. Miss Sandborn does all the buying herself personally and supervises in detail the restaurant in general. She has two assistant managers, Miss Elizabeth Sandborn, a sister, and Miss Elizabeth Perry, who attend to the multitudinous detail and take charge of things when Miss Sandborn does not happen to be present.

Complete Organization

The Russet has forty employees on its payroll. This number includes five porters and a licensed engineer, the only man working in the establishment. Here it might be stated that the Russet is a "complete" restaurant. Two immense boilers in the basement supply all the heat needed in the winter. A huge ice machine takes care of all the Russet ice needs. It does all its own baking. The restaurant is complete in every sense of the word. Nothing but the buying of foodstuffs, other than baked goods comes from outside.

Two sets of chefs take care of the kitchen. The Russet employs none but women chefs and cooks.

"While I have never managed men chefs," said Miss Sandborn, "I believe that women can cook better and are more apt in the taking care of kitchen affairs. Too, they seem to be more economical and this is not a minor qualification in the make-up of one who prepares food for the public."

Ten girls are needed to wash dishes. In the very center of the dining room is the electric "dumbwaiter," closed on three sides, which conveys the soiled dishes to the basement where, in one continuous operation, the dishes are washed, dried and re-

(Turn to Page 140)

Adapting Home Economics to the Cafeteria

(Continued from Page 134)

turned upstairs again, ready for use.

All food at the service counters is price marked in white letters on a background of little black cardboards. This service department consists of three counters adjoining at right angles to each other.

The first counter contains bread, rolls and butter, ten veg-

etables, soups and five meats. The second holds the fruit, puddings, cakes, pies, salads and relishes. The third counter takes care of the ices, ice cream and the beverages.

Employees Steady

The Russet advertises quite liberally. An advertisement appears in each of Buffalo's three papers once a week. It is a five-inch ad. In addition an advertisement runs in the business section of the morning paper

every Monday. Once a month it receives editorial consideration in the columns of this newspaper.

The Russet features a Wednesday night chicken dinner, and its pies. Miss Sandborn claims that much of her trade is derived from the Russet's excellency in meeting Buffalo's demands in this regard.

Speaking of employees, Miss Sandborn declares her girls are quite regular and wholly satisfactory in the winter season. The summertime, however, has a lure for many girls and the waiting staff of the Russet is composed of a more transient type.

Broken Dishes

The average Russet check is 46 cents at noontime, and 65 cents for dinner. "This is a little high," said Miss Sandborn, "but it is probably due to the fact that we have more men than women or girl customers."

The Russet Cafeteria is at present conducting a "Broken Dish Campaign."

"We decided that something drastic had to be done in this department," continued Miss Sandborn. "Three hundred broken dishes per month is far too many. Hitherto we stood the entire expense but from now on the girls must pay, individually, for their breakage. For some dishes they will pay full price, others only a part. However, the amounts that will be taken out of the girls' envelopes will depend a great deal on WHERE and HOW the dishes were broken. This dish-breaking, in the majority of cases, is just plain carelessness."

He Likes It

"How do you like spinach?"

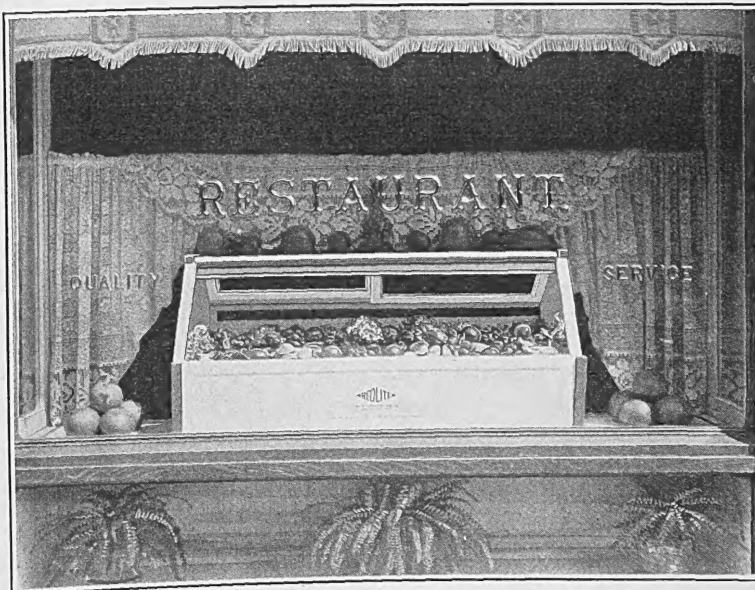
"In the garden."—Texas Ranger.

* * *

Hare, Hare!

"There's something wrong with these rabbits you sold me. They have the hiccoughs."

"My dear sir, they are Belchin' hares."—Northwestern Purple Parrot.



A Reolite In Your Window

Means More Profits from Your Tables!

The zip in the autumn days puts zest in the appetites....but it takes SUGGESTION to bring the hungry passers-by **inside** your door.

A tempting display....in the shining white REOLITE refrigerated display case....will make them stop, look, and lick their lips.

Luscious steaks and chops; fat fish from autumn water....garnished and trimmed to please the eye....

REOLITE in your window is a profitable investment....easy to care for....easy to move. A portable stand makes REOLITE ready for use in the lobby or in front of the cashier's desk.

Perfect refrigeration with machine or ice.

Start making MORE MONEY....**now!!** Use the coupon today!!

REOL REFRIGERATOR COMPANY

708 Oreole Refrigeration Bldg.

Baltimore, Maryland

Pin this coupon to your letterhead and mail....that's all!!

Reol Refrigerator Company
708 Oreole Refrigeration Bldg.
Baltimore, Maryland.

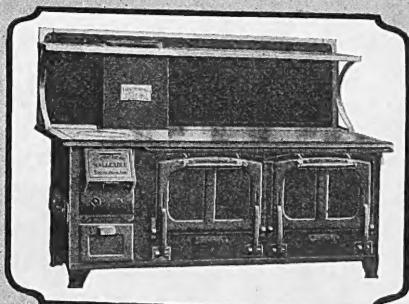
Send me....**FREE**....the big folder telling me how to make more money with a REOLITE
....and the name of the nearest distributor.

A R M 10-27

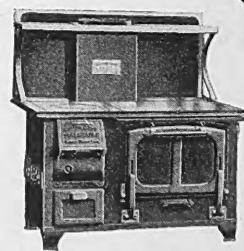
The SOUTH BEND Malleable Range

Be sure to look for the name SOUTH BEND MALLEABLE on the range you buy—it stands for heavy unbreakable malleable iron construction—purest of high grade materials—perfection of design and workmanship—and the highest efficiency and economy standards procurable in a range. For over thirty years the name SOUTH BEND MALLEABLE has meant "Highest Quality" to the restaurant men of America. Why put up with the wasteful expense of a wornout range in a busy restaurant kitchen? The South Bend Range ends that annoyance instantly and the monthly payments can usually be made from your savings in fuel and food alone. Now is the time to make range replacements—the SOUTH BEND MALLEABLE starts to pay its way the day you install it—Distributors in all large cities—Write us for full information.

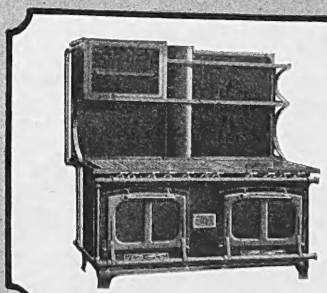
The Malleable Steel Range Mfg. Co.
South Bend, Indiana, U. S. A.



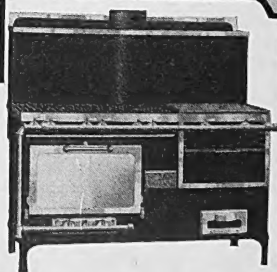
COAL RANGE NO. 1223



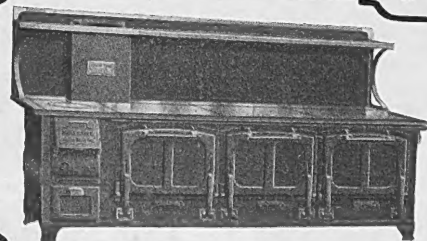
COAL RANGE NO. 1123



GAS RANGE NO. 72246 S



GAS RANGE NO. 1256



COAL RANGE NO. 1323



GAS RANGE NO. 5236

Pfeiffer's—More Than "Just a Place to Eat"

(Continued from Page 89)

another at forty cents. The evening menu starts out with an a la carte dinner at one dollar ten cents, and then several feature dishes described similarly to those on the luncheon menu. This card is in three sections, with the third page devoted to supper suggestions for after the theatre patrons. The sandwiches are distinctive to a degree. Each one named and described in detail, they are certain to appeal to the patron desiring a snack after a show. Not the least attractive feature of the menus are their arrangements, which are so made as to make the menu as readable as possible. Another very appealing feature is the use of cards and booklets of various sizes describing some new feature or explaining some old feature. These range all the way from invitations to try dinner this evening to little personally written paragraphs from Sam Pfeiffer himself.

Asks for Criticism

One of these ends with the following words: "A word from you as to what you think of our place and our plans will help us a lot." With two establishments so nearly perfect as Pfeiffer's places it wouldn't seem that there is room for improvement but Pfeiffer himself evidently does not think so and so makes nothing less than a complete hit with his patrons by inviting their criticism. This policy of Sam Pfeiffer's possibly explains as well as anything else the success he has enjoyed. Your visit, if a delegate to the convention at Buffalo, will not be complete without a visit to Pfeiffer's Restaurants. Go there and see personality in a restaurant, it will be well worth your while.